Army National Guard

CORE BRIEFING - An Operational Force

Presenting Officer: XXXX

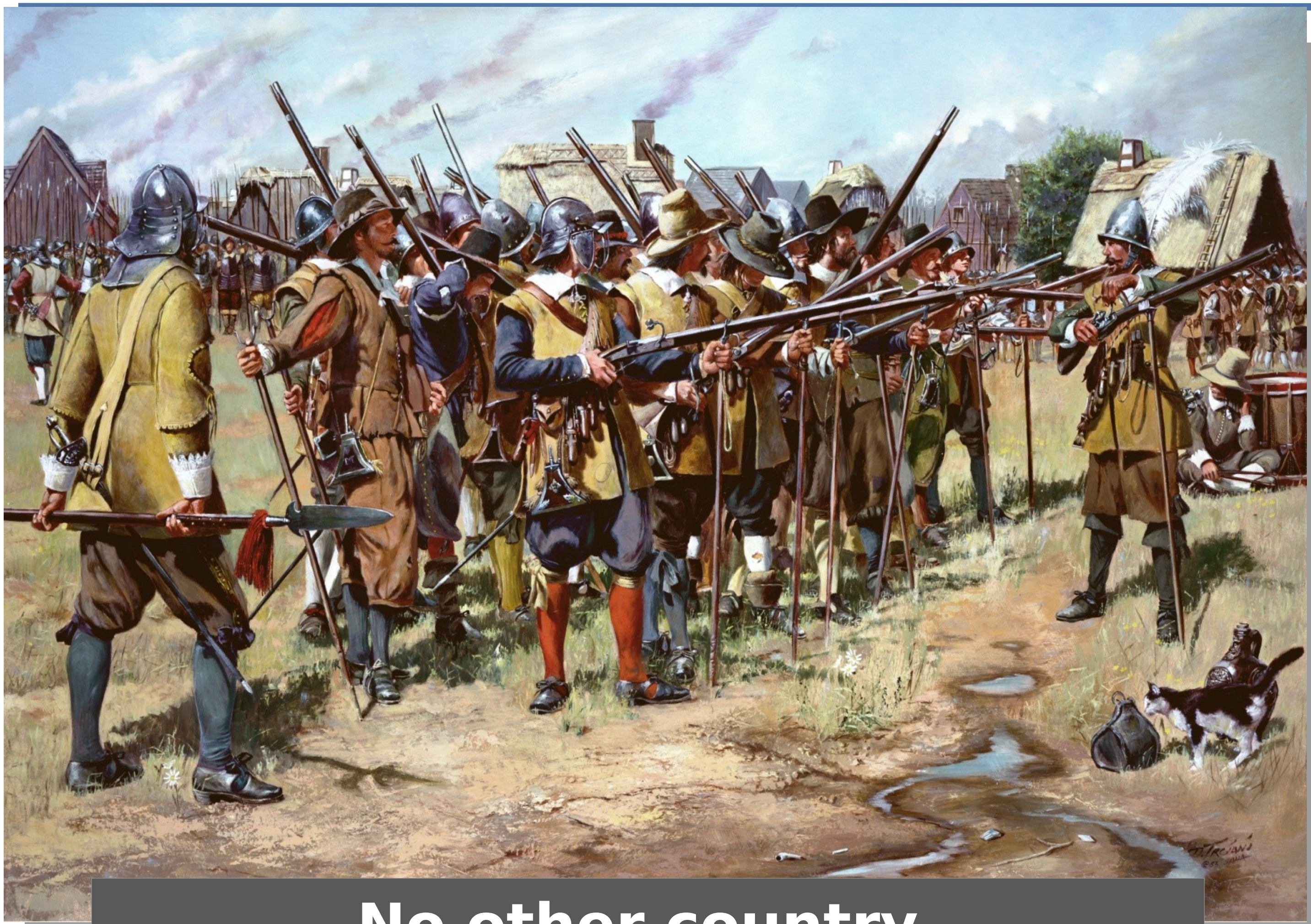
Content Modules

- History and Function
- NGB / ARNG Directorat
- Operational Force
- Global Commitment
- Domestic Operations
- Diversity
- Families / Resilience
- Business Transformati
- Force Structure Smart

History and Function

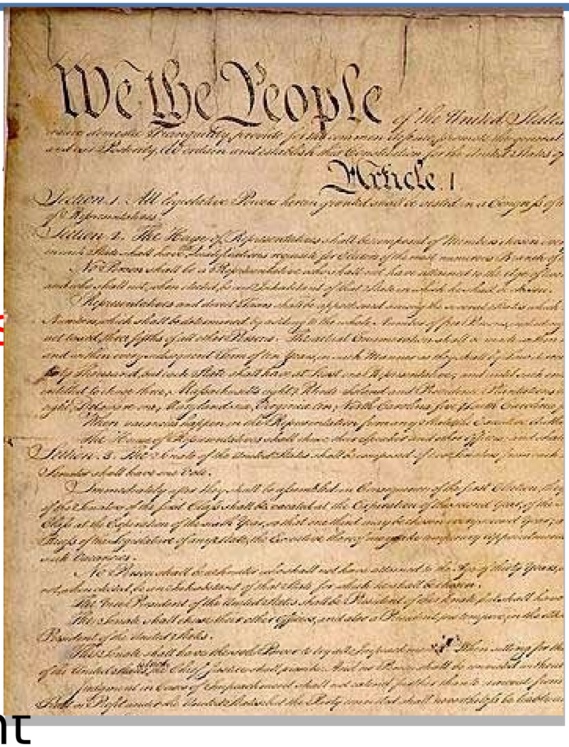
An Enduring American Institution

From Before We Were a Nation…



No other country
has a *dual* status, *dual* mission force
like the National Guard

Constitutional Ratification



We the People

Article. 1

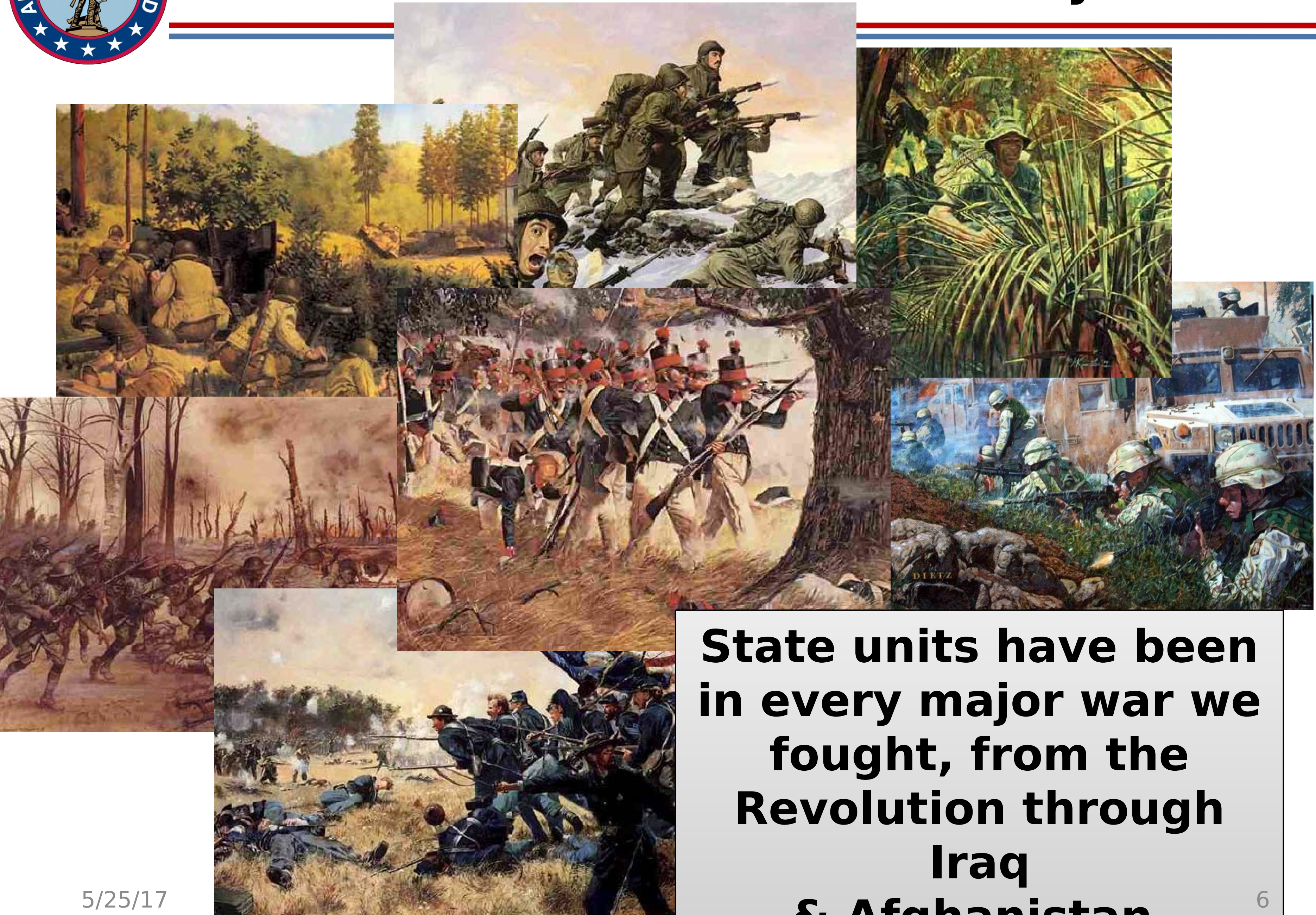
- **Art.1, Sec.8, Cl.15, 16.** ***The Congress*** ***power***
  … To provide for calling forth the Militia
  to execute the Laws of the Union, suppress insurrections and repel invasions;

- To provide for organizing, arming, and disciplining, the militia, and for governing such Part of them as may be employed in the Service of the United States, reserving to the States respectively, the Appointment of the Officers, and the Authority of training the Militia according to the discipline prescribed by Congress

*- **The colonies** maintained militias for over 150 years prior to the founding of the country. Thus, the militia's continued existence in the new nation was a given*

*- **The Constitution** provided guidelines for how authority over the militia would be divided between State and Federal governments.*

In Every War…



State units have been in every major war we fought, from the Revolution through Iraq & Afghanistan

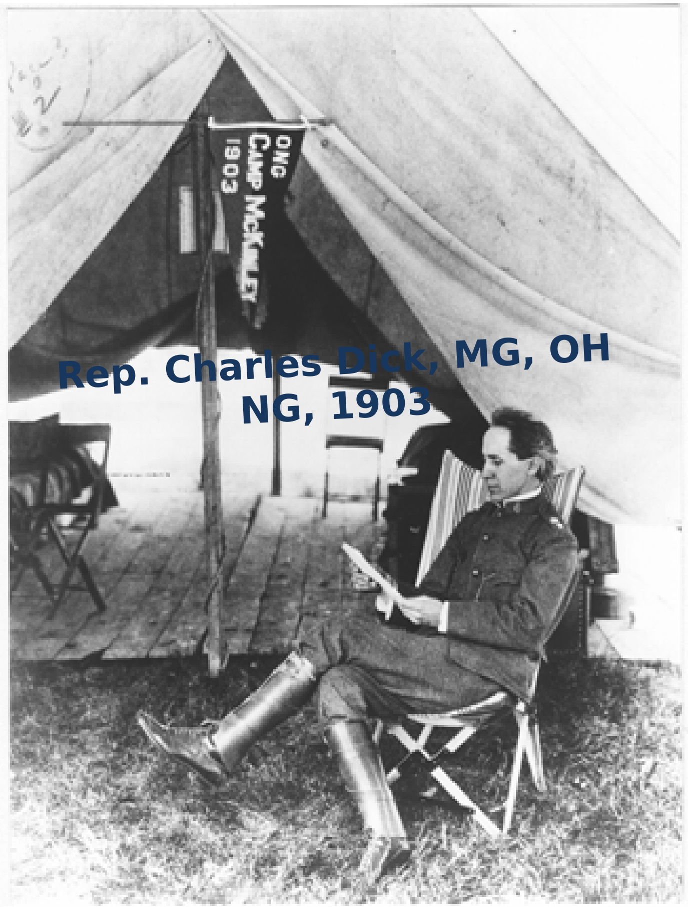
Maturing Federal Oversight

- **From 1792 to 1903: No significant militia legislation**

- **Militia Act of 1903 (Dick Act)**
  - Federal equipment; 5 days of paid “summer camp”
  - Start of a trend: Increased federal funds in exchange for increased oversight

- **National Defense Act of 1916**
  - Federal recognition of officers and units
  - 15 Days of paid annual training; 48 paid dri

- **National Guard Status Act (1933)**
  - Created federal reserve of the Army th mirrored the state militia



Rep. Charles Dick, MG, OH NG, 1903

Who We Are… 1947- 2000s

Strategic Reserve to Operational Force

- 1947 – ANG becomes a separate component
- 1950s & 1960s: Korea, Berlin Crisis, Vietnam
- 1970s: Total Force Policy / All Volunteer Force
- 1980s: Overseas peacetime training deployments (REFORGER, Fuertes Caminos)
- 1990s: Desert Storm & overseas peacetime operational deployments (MFO, Bosnia)
- 2000s: Short-notice multiple wartime deployments

September 11, 2001: A New Operational Force

THE SU

DEVASTATI

The Washington Times

INFAMY

The New York Times

U.S. ATTACKED

HIJACKED JETS DESTROY TWIN TOW AND HIT PENTAGON IN DAY OF TE

EXTRA EDITION

Los Angeles Times

Terror Attack

Hijacked Jets Fly Into Trade Center, Pentagon

A Day of Carnage and Chaos

USA TODAY

'Act of war'

Terrorists strike; death toll 'horrendous'

The Washington Post

Terrorists Hijack 4 Airliners, Destroy World Trade Center, Hit Pentagon; Hundreds Dea

Los Angeles Times

TERRORISTS ATTACK NEW YORK, PENTAGON

Thousands Dead, Injured as Hijacked U.S. Airliners Ram Targets; World Trade Center Is Destroyed

FREE EXTRA FREE

Arkansas Democrat Gazette

Who would do this?

"This is the second Pearl Harbor"

EXTRA EDITION

San Antonio Express-News

A NEW DAY OF INFAMY

"Terrorism against our nation will not stand," says Bush

EXTRA

TUESDAY, SEPTEMBER 11, 2001

Detroit Free Pres

TERROR IN AMERICA

NEW YORK: World Trade Center towers collapse after planes ram them

PENTAGON: The military command's nerve center takes a devastating hi

NATIONWIDE: All airports shut down; jumbo jet crashes near Pittsburg

DETROIT: RenCen evacuated, security tightened in city and at border

16 PAGES OF COVERAGE

SPECIAL EXTRA EDITION

TULSA WORLD

ATTACK ON AMERICA

EXTRA! EXTRA! EXTRA! EXTRA! EXTRA!

Daily Press

AMERICA ATTACKED

TERROR

COMING WEDNESDAY: 18 PAGES OF COVERAGE FROM TODAY'S ATTACKS

Our Role in the Fight Against Terrorism

- First military responders on September 11th
- Heavily involved in Operation Noble Eagle (CAP, airport security, border patrol, special events, critical infrastructure protection)
- Units deployed globally for OIF / OEF / OND / HOA / GTMO / KFOR / MFO / Etc.
- Still the first military asset
  Governors to deploy
- Relations between NORTH
  other Combatant Comma
  NGB, DHS develop

Army National Guard Visi

The Army National Guard will continue to be part of the Army’s operational force comprised of interoperable, disciplined, ready, predictably resourced units with competent
Leaders of Character.

As the combat reserve of the US Army we will be organized, equipped and trained IOT fight and win in the complex OE of tomorrow. We must retain our combat arms heritage while optimizing resources to achieve an adaptable, accountable and balanced force prepared to respond to the nation & governors.

Woven into the fabric of our communities, Army National Guard Citizen Soldiers are a vital link between the American people and their Army.

Army National Guard Mission

A community-based ARNG provides operational forces capable of unified land operations and response to domestic crises.

Director’s Priorities

- Leader development in support of the Army and Joint Forces
- War fighting capable a
  Governor responsive
- Resourced and moder

- Full-time manning
- Ready Guardsmen and

Leader Development

End state: Support of the Army and Joint Forces by qualified Army and Joint leaders who inspire, plan, and execute on the battlefield, in defense of the Homeland, and in the halls of the Pentagon; Leaders understand the art and science of building unit readiness.

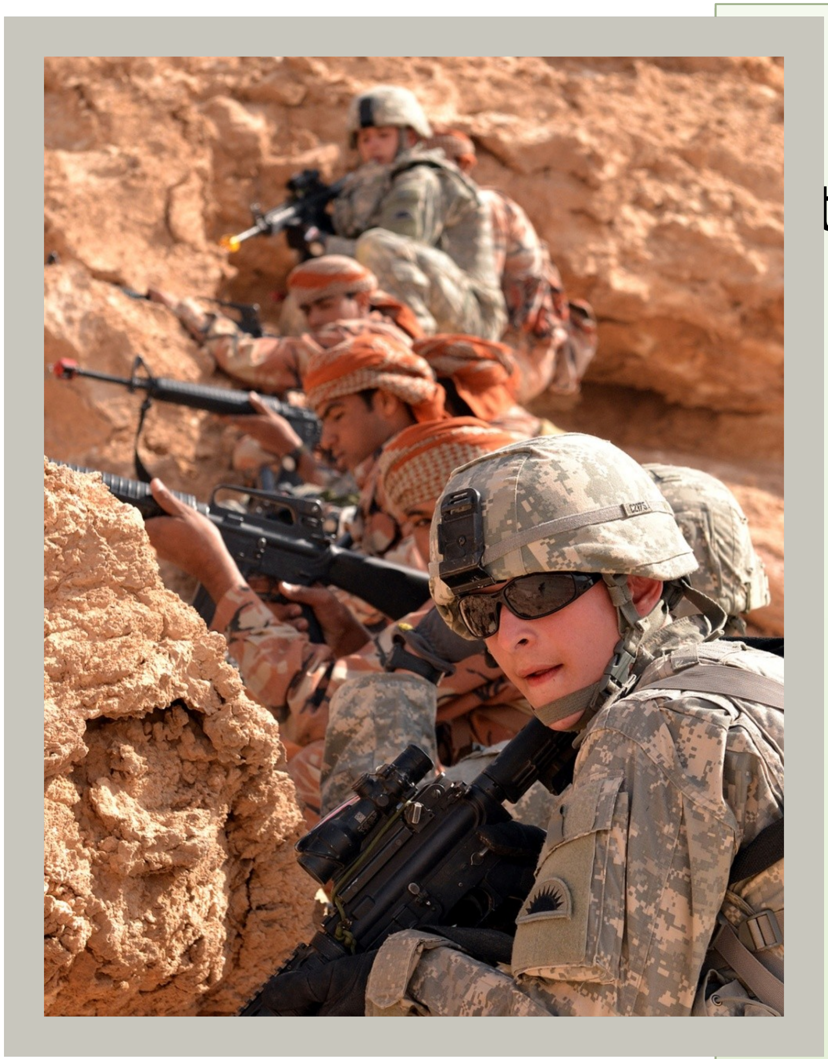
Defined by: Competent leaders of character, adaptable, early

War Fighting Capable and Governor Responsive

End state: Resource allocation
at ARNG level and expenditure
at the state / unit level is balanced to maximize readiness across the forc
without overdriving readiness
in any one area or in any one unit.

Defined by: Prescribed resource level, ARFORGEN Aimpoints, Quality Force

Resourced and Modern



End state: A portion of ARNG units are continuously tilized in combat contingency, DSCA, HA, and TSC efforts IOT maintain combat readiness, meet domestic response requirements and enhance retention.

Defined by: Predictable resources, flexible execution, disciplined bands of readiness, sustained deployment capability, clearly understood.

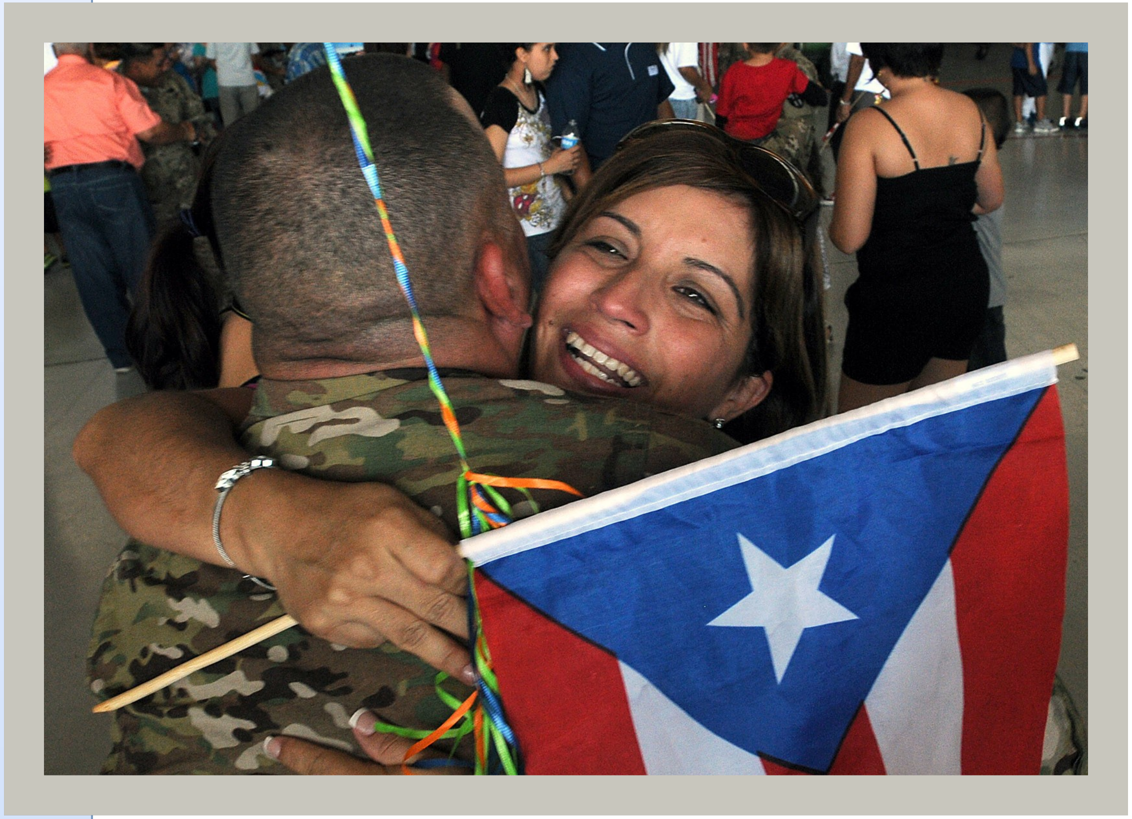
Full-Time Manning

End state: Keep Full-Time Manning levels to ensure the ARNG's critical ability to maintain foundational readiness. Full-Time Manning is how the Army National Guard implements Army programs for Soldiers and their families.

Defined by: Foundational readiness is the ability to perform the mandatory personnel, administrative, maintenance, and supply functions as directed by Title 10 and Title 32, United States Code, and DoD policy.

Ready Guardsmen and Families

End State: ARNG Soldiers, families, communities, and employers understand support and are prepared for the Army National Guard’s role in the Nation’s defense; Soldiers look out for each other.



Defined by: Soldier Self-reliance,

Strategy of Balanced Readiness

The Director's Priorities:

- ✓ Leader Development
- ✓ Warfighting Capable / Governor Responsive
- ✓ Resourced and Modern
- ✓ Full-Time Manning
- ✓ Ready Guard Soldiers an Families

> *"Readiness converts ARNG capacity into Army capability"*
> - LTG Timothy Kadavy, DARNG

Mission

A community-based ARNG provides operational forces capable of unified land operations and response to domestic crises.

Lines of Effort

READY FORCES

LEADER DEVELOPMENT

Accountability

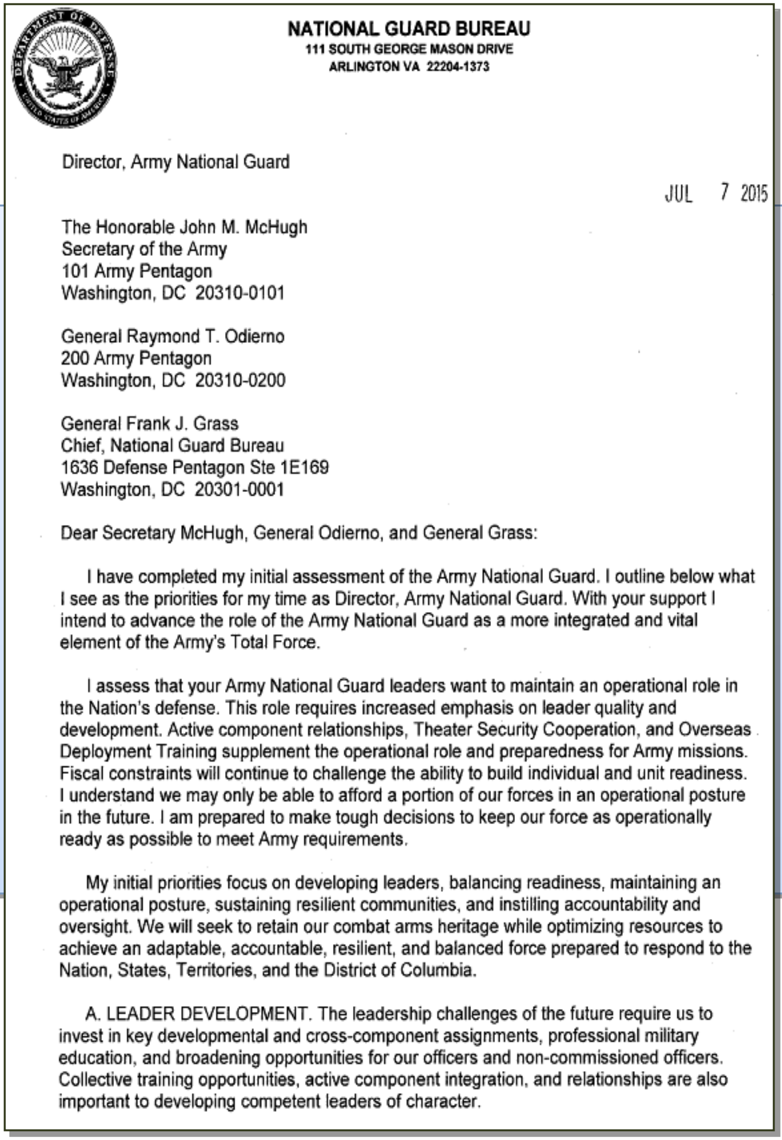
OPERATIONAL FORCE

RESILIENT COMMUNITIES

Vision

- **Competent Leaders of Character**
- **Interoperable, disciplined, ready**
- **Predictably resourced & utilized**
- **Organized, equipped, trained for complex environments**
- **Retain Combat Arms Heritage**
- **Adaptable, accountable & balanced force**
- **Fabric of the**

DARNG Strategic Assessmen



NATIONAL GUARD BUREAU
111 SOUTH GEORGE MASON DRIVE
ARLINGTON VA 22204-1373

Director, Army National Guard

JUL 7 2015

The Honorable John M. McHugh
Secretary of the Army
101 Army Pentagon
Washington, DC 20310-0101

General Raymond T. Odierno
200 Army Pentagon
Washington, DC 20310-0200

General Frank J. Grass
Chief, National Guard Bureau
1636 Defense Pentagon Ste 1E169
Washington, DC 20301-0001

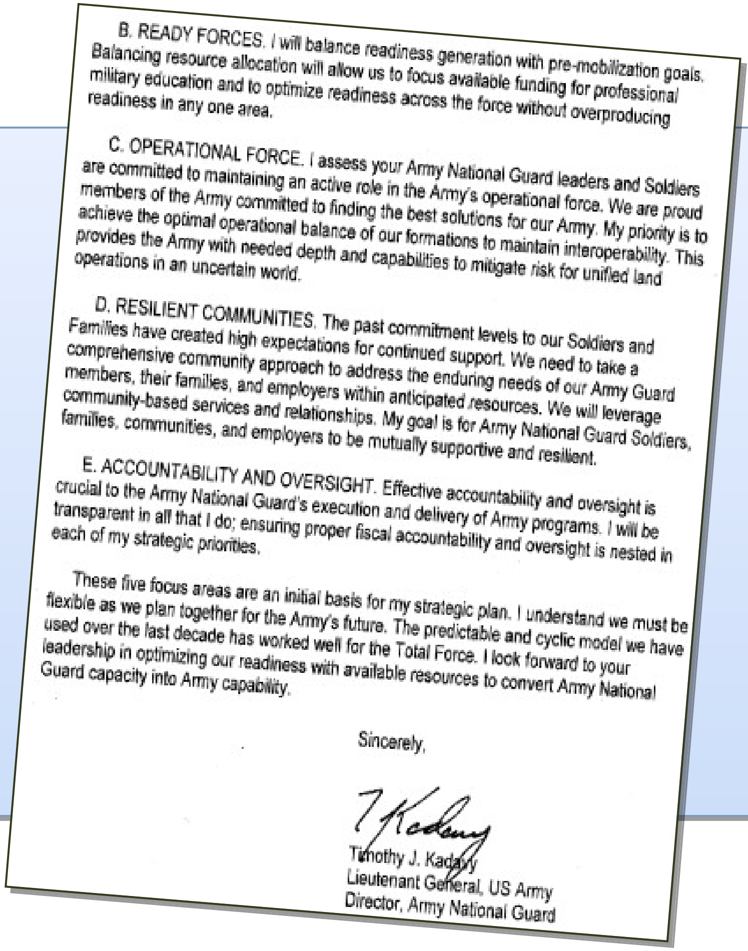
Dear Secretary McHugh, General Odierno, and General Grass:

I have completed my initial assessment of the Army National Guard. I outline below what I see as the priorities for my time as Director, Army National Guard. With your support I intend to advance the role of the Army National Guard as a more integrated and vital element of the Army's Total Force.

I assess that your Army National Guard leaders want to maintain an operational role in the Nation's defense. This role requires increased emphasis on leader quality and development. Active component relationships, Theater Security Cooperation, and Overseas Deployment Training supplement the operational role and preparedness for Army missions. Fiscal constraints will continue to challenge the ability to build individual and unit readiness. I understand we may only be able to afford a portion of our forces in an operational posture in the future. I am prepared to make tough decisions to keep our force as operationally ready as possible to meet Army requirements.

My initial priorities focus on developing leaders, balancing readiness, maintaining an operational posture, sustaining resilient communities, and instilling accountability and oversight. We will seek to retain our combat arms heritage while optimizing resources to achieve an adaptable, accountable, resilient, and balanced force prepared to respond to the Nation, States, Territories, and the District of Columbia.

A. LEADER DEVELOPMENT. The leadership challenges of the future require us to invest in key developmental and cross-component assignments, professional military education, and broadening opportunities for our officers and non-commissioned officers. Collective training opportunities, active component integration, and relationships are also important to developing competent leaders of character.



B. READY FORCES. I will balance readiness generation with pre-mobilization goals. Balancing resource allocation will allow us to focus available funding for professional military education and to optimize readiness across the force without overproducing readiness in any one area.

C. OPERATIONAL FORCE. I assess your Army National Guard leaders and Soldiers are committed to maintaining an active role in the Army's operational force. We are proud members of the Army committed to finding the best solutions for our Army. My priority is to achieve the optimal operational balance of our formations to maintain interoperability. This provides the Army with needed depth and capabilities to mitigate risk for unified land operations in an uncertain world.

D. RESILIENT COMMUNITIES. The past commitment levels to our Soldiers and Families have created high expectations for continued support. We need to take a comprehensive community approach to address the enduring needs of our Army Guard members, their families, and employers within anticipated resources. We will leverage community-based services and relationships. My goal is for Army National Guard Soldiers, families, communities, and employers to be mutually supportive and resilient.

E. ACCOUNTABILITY AND OVERSIGHT. Effective accountability and oversight is crucial to the Army National Guard's execution and delivery of Army programs. I will be transparent in all that I do; ensuring proper fiscal accountability and oversight is nested in each of my strategic priorities.

These five focus areas are an initial basis for my strategic plan. I understand we must be flexible as we plan together for the Army's future. The predictable and cyclic model we have used over the last decade has worked well for the Total Force. I look forward to your leadership in optimizing our readiness with available resources to convert Army National Guard capacity into Army capability.

Sincerely,

T Kadavy

Timothy J. Kadavy
Lieutenant General, US Army
Director, Army National Guard

National Defense Authorization Act of 2008

- NGB becomes a joint activity of the Department of Defense (vice a joint bureau of the Depts. of the Army & AF)

- The chief of the NGB becomes a principal advisor to the Secretary of Defense through the chairman of the Joint Chiefs of Staff

National Defense Authorization Act of 2008

- Creates a bipartisan Council of Governors to advise the SecDef, DHS and others on National Guard matters

- Deputy Cdr, NORTHCOM must be a **National** Guard general officer

er is a National

- Up to 15 reserve component general officers to serve at combatant commands, an increase from 10

National Defense Authorization Act of 2012

- Makes the Chief, National Guard Bureau the 7th member of the Joint Chiefs of Staff -effective 1 January 2012
- Re-establishes the position of Vice Chief, NGB as a 3-star GO senior to the Army and Air Guard Directors; terminates the position of Director of the

A Dual Mission Force

Federal Mission: To provide trained units available for active duty in time of war or national emergency, and at such other times as the national security may require.

Texas Army National Guard in Afghanistan

America’s first military responder

Colorado Army National Guard flood response in Glen Haven,

State Mission: To provide military support to civil authorities and respond to state emergencies; to provide support to law enforcement in counter narcotics

Recent Examples of Dual Missions

New York Army National Guard in Afghanistan – April

Globally employed

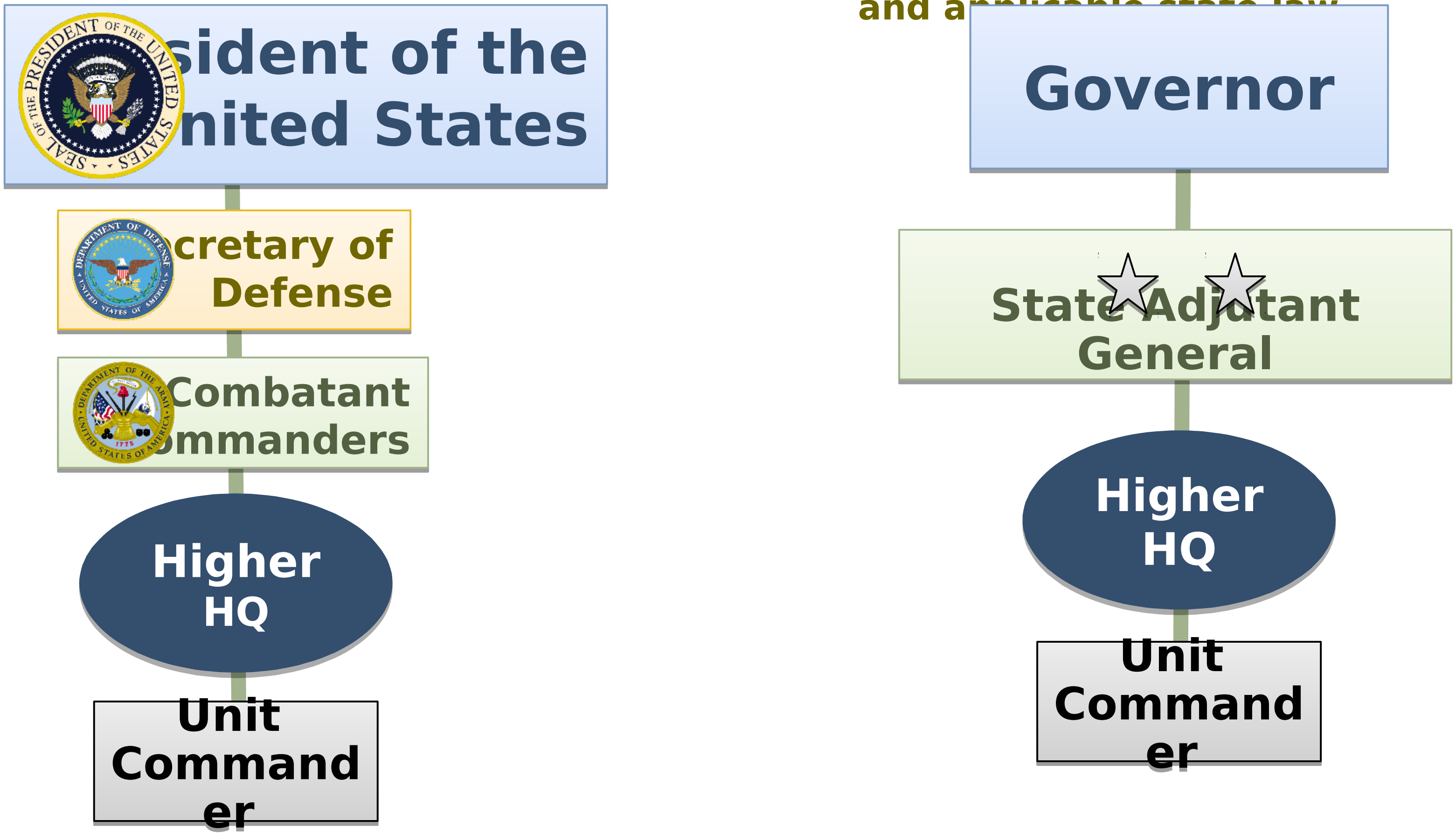
America's first military responder

New York Army National Guard responding to Super Storm Sandy – November 2012

ARNG Under Federal or State Authority

Federal Authority
Primary Governing Law: Title 10 U.S. Code

State Authority
Primary governing Law: Title 32 U.S. Code and applicable state law


sident of the
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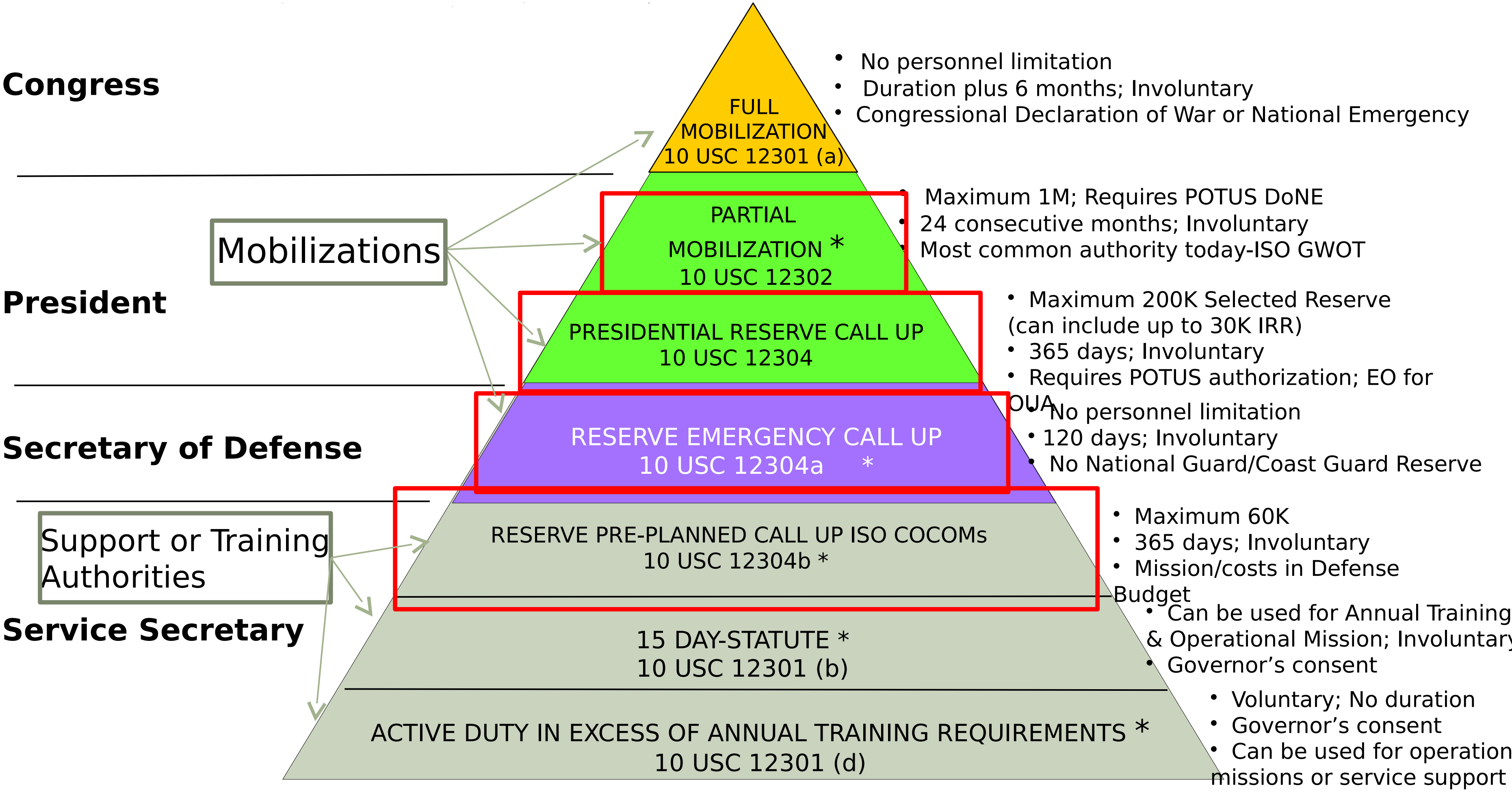
Defense
Combatant
mmanders
Higher
HQ
Unit
Commander
Governor
State Adjutant
General
Higher
HQ
Unit
Commander

The ARNG is subject to either Federal or State authority, not both at the same time

ARNG Duty Status Comparison

	State Active Duty	*Title 32, US Code*	*Title 10, US Code*
Command & control	**Governor**	**Governor**	**President**
Where	**Per State Law**	**United States**	**Worldwide**
Pay	**State**	**Federal**	**Federal**
Mission types	**Per State Law Civil Support, Disaster & Emerg Response**	**Training; Other Federally Authorized Missions, e.g., CSTs**	**Mobilization and Deployment; Overseas Deployment Training**
Discipline	**State Military Law**	**State Military Law**	**Federal Military Law**
Support law enforcement	**Yes: subject to state law**	**Yes: subject to state law**	**No: Except with specific authority**

Reserve Component Authoriti



Congress

President

Secretary of Defense

Service Secretary

Mobilizations

Support or Training Authorities

FULL MOBILIZATION
10 USC 12301 (a)

- No personnel limitation
- Duration plus 6 months; Involuntary
- Congressional Declaration of War or National Emergency

PARTIAL MOBILIZATION *
10 USC 12302

- Maximum 1M; Requires POTUS DoNE
- 24 consecutive months; Involuntary
- Most common authority today-ISO GWOT

PRESIDENTIAL RESERVE CALL UP
10 USC 12304

- Maximum 200K Selected Reserve (can include up to 30K IRR)
- 365 days; Involuntary
- Requires POTUS authorization; EO for OUA

RESERVE EMERGENCY CALL UP
10 USC 12304a *

- No personnel limitation
- 120 days; Involuntary
- No National Guard/Coast Guard Reserve

RESERVE PRE-PLANNED CALL UP ISO COCOMs
10 USC 12304b *

- Maximum 60K
- 365 days; Involuntary
- Mission/costs in Defense Budget

15 DAY-STATUTE *
10 USC 12301 (b)

- Can be used for Annual Training & Operational Mission; Involuntary
- Governor’s consent

ACTIVE DUTY IN EXCESS OF ANNUAL TRAINING REQUIREMENTS *
10 USC 12301 (d)

- Voluntary; No duration
- Governor’s consent
- Can be used for operation missions or service support

* Indicates authorities currently available

“Operational Title 32”

32 USC § 502(f)

- Title 32 status has been typically used for training, but may also be employed for “other duty.”
  - In 2006, Congress amended subsection 502(f) to specifically allow National Guard units to perform an operational mission in Title 32 status at the request of the President or SECDEF and with the concurrence of the Governor, while remaining under the C2 of the Governor.

- Examples of use of this “Operational Title 32” status:
  - Airport security post- 9/11
  - Support to US Customs and Border Protection on the SW Border since 2006.
  - Relief efforts following Hurricane Katrina

New Authorities – 12304(a)

10 USC § 12304(a) – Reserve CONUS Emergency Call Up

- SecDef authority can only be used at the request of a Governor
  - No limit on number of personnel, but limited to 120 days

- Intended to allow access to the federal RC for domestic emergency response

- Unlikely to be used for National Guard, since Governors already have access to them without SecDef approval

- Examples of use of 12304(a):
  - Hurricane Sandy – several USAR QM units with de

New Authorities – 12304(b)

10 USC § 12304(b) – Reserve OCONUS Call Up

- Service Secretary can authorize for up to 60,000 personnel (DoD-wide) at one time for up to 1 year

- Must be Pre-planned and Pre-Budgeted
  - ➢ Services must detail manpower and costs in budget materials to include intended missions and mobilization periods

- Intended to facilitate access to the RC for global demands on an enduring basis

- Examples of use of 12304(b) status:
  - ➢ None yet programmed – but many ongoing missions are

How the Guard and Reserve are Different

	Status	**Leadership & command relationships**	**Force structure**	**History & culture**
Army National Guard	• Serves in either Federal or State status • No Posse Comitatus restrictions when in State status • Most experienced DoD element at disaster response	• State-based; commanded by Governors for emergency response, or President for federal missions • National Guard Bureau provides policy and resources to the 54 States, Territories, & D.C • CNGB a member of JCS	• Balanced with combat, combat support, & combat service support • Mobilizes as units	• Dates to organization of first militia regiments in 1636 • State affiliation remains a strong part of Guard culture
Army Reserve	• Serves only in a Federal status • Posse Comitatus applies • May provide support to States if requested by governors and approved by SecDef	• Army Reserve Chief also serves as the Commanding General of US Army Reserve Command • Subordinate command of US Army Forces Command, providing unified command over Army Reserve units and Soldiers at all times	• Principally combat support, combat service support & echelons above Division capabilities • Mobilizes as units & individual Soldiers	• Dates to first federal reserve of Army established in 1908

Forward Deployed… Across the Nation

Most Adjutants General are appointed by Governors and
serve in their respective Governors' Cabinets.

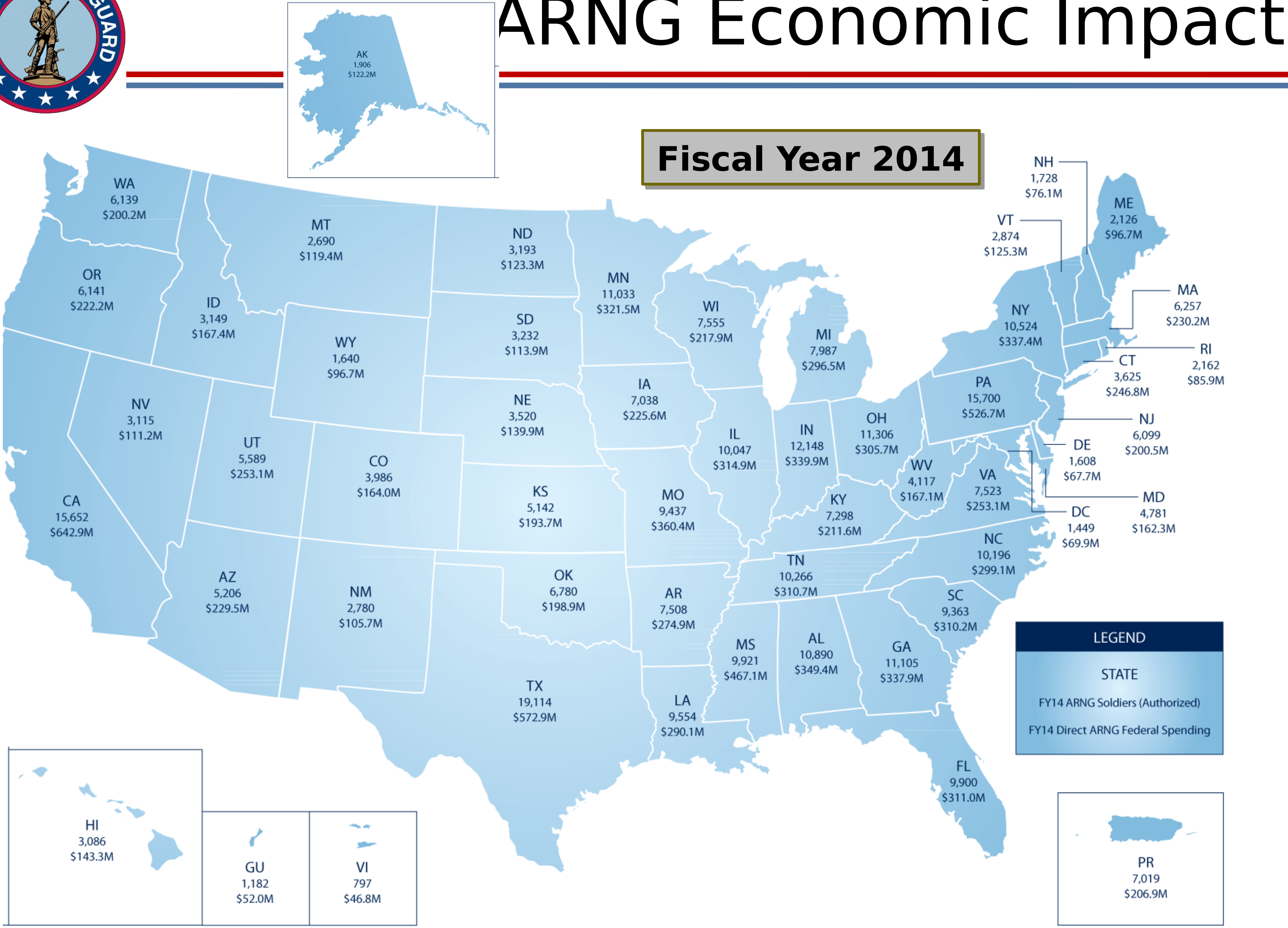
There is an Army Guardsman within every congressional district living, working and participating as an active member of the community.

With more than 3,000 facilities across the country, the Army Guard brings units to people, and is **a direct investment** in local communities.

Guardsmen are the first line of military support for the Governor in instances of emergencies and civil support requirements.

ARNG Economic Impact

Fiscal Year 2014


AK 1,906 $122.2M
WA 6,139 $200.2M
OR 6,141 $222.2M
CA 15,652 $642.9M
ID 3,149 $167.4M
NV 3,115 $111.2M
MT 2,690 $119.4M
WY 1,640 $96.7M
UT 5,589 $253.1M
AZ 5,206 $229.5M
CO 3,986 $164.0M
NM 2,780 $105.7M
ND 3,193 $123.3M
SD 3,232 $113.9M
NE 3,520 $139.9M
KS 5,142 $193.7M
OK 6,780 $198.9M
TX 19,114 $572.9M
MN 11,033 $321.5M
IA 7,038 $225.6M
MO 9,437 $360.4M
AR 7,508 $274.9M
LA 9,554 $290.1M
WI 7,555 $217.9M
IL 10,047 $314.9M
MI 7,987 $296.5M
IN 12,148 $339.9M
OH 11,306 $305.7M
KY 7,298 $211.6M
TN 10,266 $310.7M
MS 9,921 $467.1M
AL 10,890 $349.4M
GA 11,105 $337.9M
FL 9,900 $311.0M
SC 9,363 $310.2M
NC 10,196 $299.1M
VA 7,523 $253.1M
WV 4,117 $167.1M
PA 15,700 $526.7M
NY 10,524 $337.4M
VT 2,874 $125.3M
NH 1,728 $76.1M
ME 2,126 $96.7M
MA 6,257 $230.2M
RI 2,162 $85.9M
CT 3,625 $246.8M
NJ 6,099 $200.5M
DE 1,608 $67.7M
MD 4,781 $162.3M
DC 1,449 $69.9M
HI 3,086 $143.3M
GU 1,182 $52.0M
VI 797 $46.8M
PR 7,019 $206.9M
LEGEND
STATE
FY14 ARNG Soldiers (Authorized)
FY14 Direct ARNG Federal Spending

How We See Ourselves

- Three ARNG strengths:
  - **Fight America’s Wars**
  - **Protect the Homeland**
  - **Build Partnerships**

  … and we do each of these as part of the Total Army

- ARNG readiness enables support for the Total Army…
  - Organized, trained, modernized & equipped like the other components
  - Committed to continuing leader development
  - Able to respond tonight anywhere in America because we are trained and equipped for the warfight and live in the community
  - A key contributor in an Army that is globally responsive and regionally engaged

Leadership and Organization

Welcome to Arlington Hall Station!

- Former Women’s College
  - Became home of Army Sign Intelligence Service in 1942
  - Cracked Japanese codes during WWII; Russian codes after the
    war as part of NSA
  - INSCOM established here in 1977
  - In 1989 property split between Department of State and Guard

- AHS 1 completed 1992; AHS 2 in 2011
  - Approx. 1,500 work in AHS 1; 1,200 in AHS 2
  - Previously ARNG was in 5 separate locations around DC
  - AHS 2 is LEED Gold certified

The National Guard Bureau

- Not a command
  - Simultaneously part of the Departments of the Army and the Air Force
- Channel of Communications
  - NGB is the State/Federal military interface
- Provides policy and resources to the States

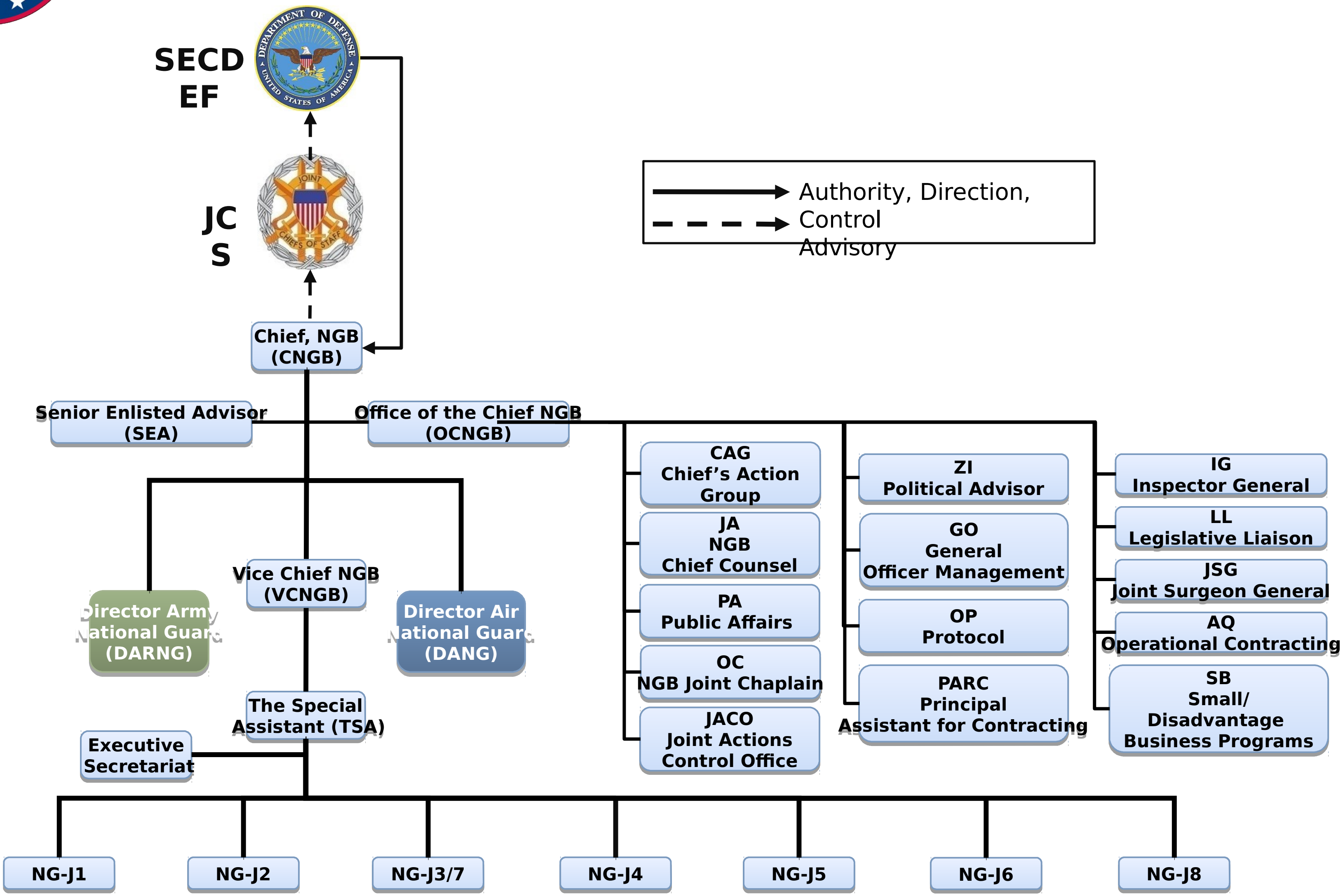
NGB Leadership

GEN Frank J. Grass
Chief,
National Guard Bureau

t Gen Joseph L. Lengyel
Vice Chief,
National Guard Bureau

CMSgt Mitchell O. Brush
Senior Enlisted Leader, NGB

National Guard Bureau: Activity Organization C



SECD
EF

JC
S

Authority, Direction, Control

Advisory

Chief, NGB
(CNGB)

Senior Enlisted Advisor
(SEA)

Office of the Chief NGB
(OCNGB)

Director Army National Guard
(DARNG)

Vice Chief NGB
(VCNGB)

Director Air National Guard
(DANG)

The Special Assistant (TSA)

Executive Secretariat

CAG
Chief's Action Group

JA
NGB
Chief Counsel

PA
Public Affairs

OC
NGB Joint Chaplain

JACO
Joint Actions Control Office

ZI
Political Advisor

GO
General Officer Management

OP
Protocol

PARC
Principal Assistant for Contracting

IG
Inspector General

LL
Legislative Liaison

JSG
Joint Surgeon General

AQ
Operational Contracting

SB
Small/ Disadvantage Business Programs

NG-J1

NG-J2

NG-J3/7

NG-J4

NG-J5

NG-J6

NG-J8

National Guard Bureau

The National Guard Bureau is both a staff and operating agency

- ***As a staff agency***, NGB participates with Army and Air staffs in the development and coordination of programs pertaining to or affecting the Guard.
- ***As an operating agency***, NGB formulates and administers the programs for the training, development and maintenance of the Army and Air Guard and acts as the channel of communications between the states and the Departments of the Army and the Air Force.
- ***Staff located at***: the Pentagon, D.C; Arlington Hall Station, VA; Joint Base Andrews, D.C; Ft. Belvoir, VA ; Camp Robinson, AR; McGee-Tyson Air Force Base,

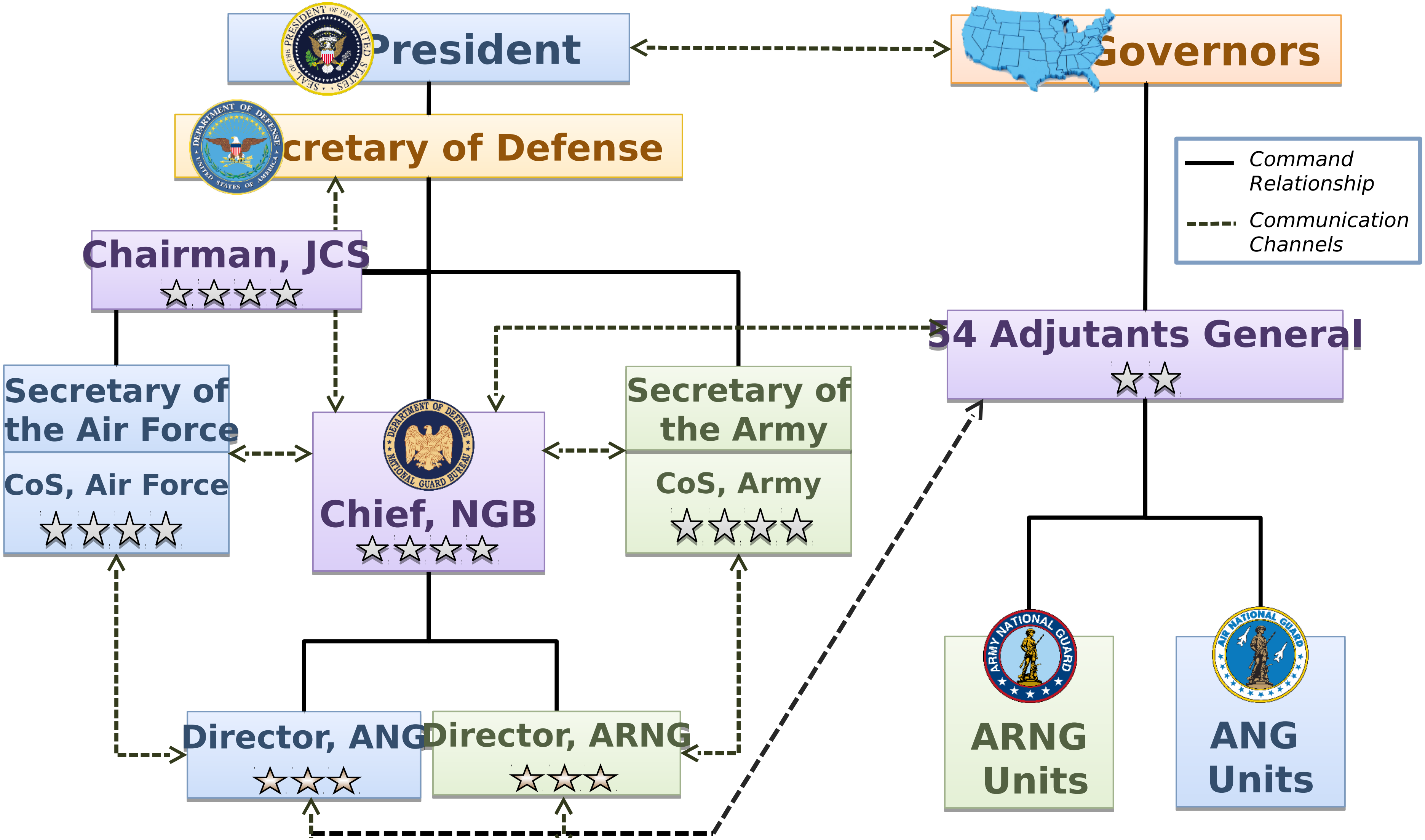
Role of the Chief, NGB

- ***Principal Advisor*** to the Secretary of Defense through the Chairman, Joint Chiefs of Staff (CJCS) on matters involving non-federalized National Guard forces in the 54 States, Territories & the District of Columbia

- ***Plans for and coordinates operational employment*** with the Office of the Secretary of Defense; CJCS; Secretaries and Chiefs of Staff of the Army and the Air Force; Combatant Commanders; State Joint Force Headquarters; and the Federal Interagency

- ***Supports the development of operational capabilities***, concepts, and plans for Domestic Operations

State / Federal Relationships


President
Governors
cretary of Defense
Command Relationship
Communication Channels
Chairman, JCS
☆☆☆☆
54 Adjutants General
☆☆
Secretary of the Air Force
CoS, Air Force
☆☆☆☆
Chief, NGB
☆☆☆☆
Secretary of the Army
CoS, Army
☆☆☆☆
Director, ANG
☆☆☆
Director, ARNG
☆☆☆
ARNG Units
ANG Units

Army National Guard Leadership

ARNG Director –
LTG Timothy J. Kadavy

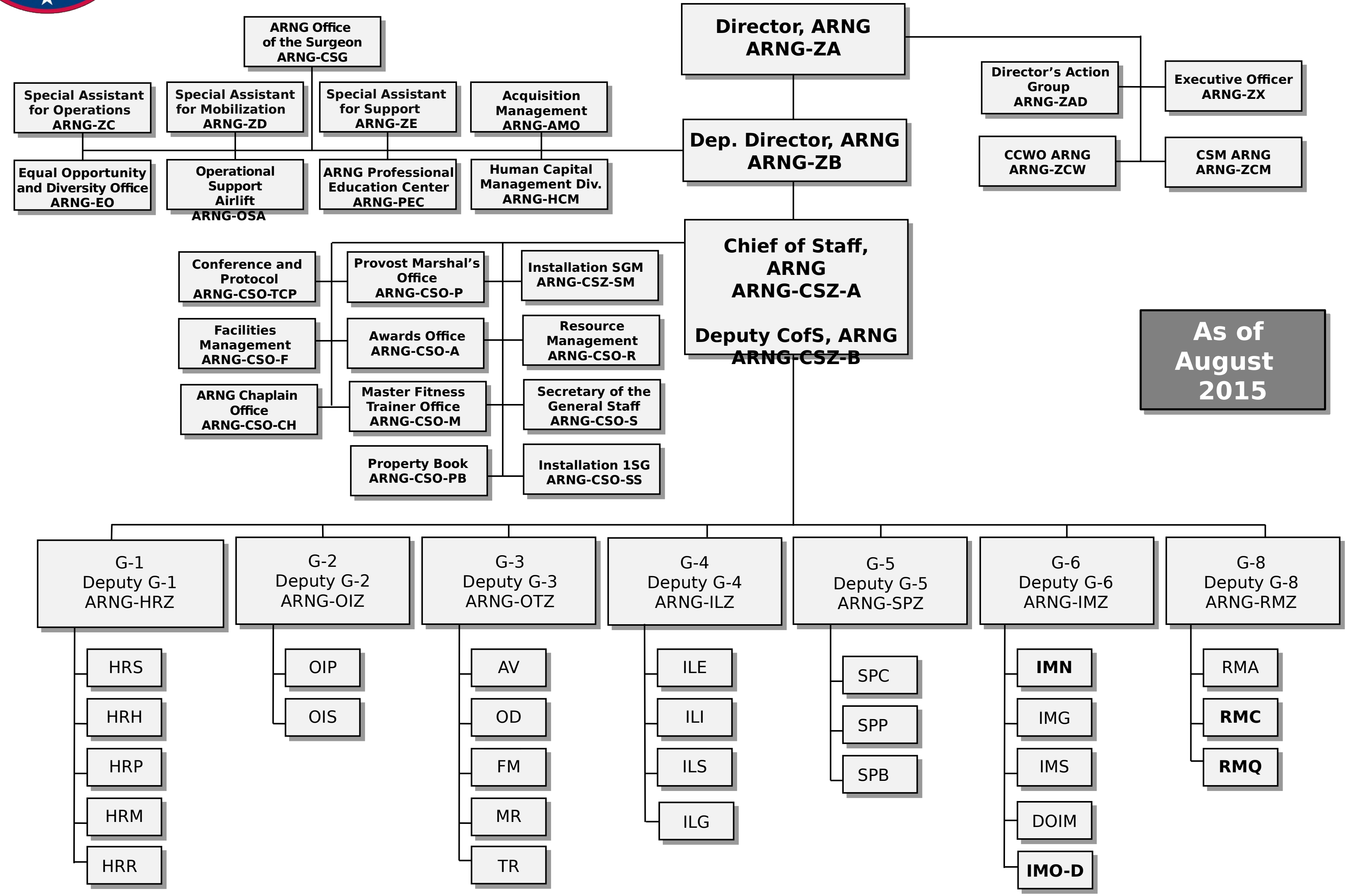
Deputy Director –
MG Timothy McKeithen

ARNG Command Sergeant Major – CSM Brunk Conley

ARNG Command Chief Warrant Officer – CW5 Peter Panos

Committed to Leader Development

Army National Guard Directorate



Director, ARNG
ARNG-ZA

Dep. Director, ARNG
ARNG-ZB

Chief of Staff, ARNG
ARNG-CSZ-A

Deputy CofS, ARNG
ARNG-CSZ-B

Director's Action Group
ARNG-ZAD

Executive Officer
ARNG-ZX

CCWO ARNG
ARNG-ZCW

CSM ARNG
ARNG-ZCM

ARNG Office of the Surgeon
ARNG-CSG

Special Assistant for Operations
ARNG-ZC

Special Assistant for Mobilization
ARNG-ZD

Special Assistant for Support
ARNG-ZE

Acquisition Management
ARNG-AMO

Equal Opportunity and Diversity Office
ARNG-EO

Operational Support Airlift
ARNG-OSA

ARNG Professional Education Center
ARNG-PEC

Human Capital Management Div.
ARNG-HCM

Conference and Protocol
ARNG-CSO-TCP

Provost Marshal's Office
ARNG-CSO-P

Installation SGM
ARNG-CSZ-SM

Facilities Management
ARNG-CSO-F

Awards Office
ARNG-CSO-A

Resource Management
ARNG-CSO-R

ARNG Chaplain Office
ARNG-CSO-CH

Master Fitness Trainer Office
ARNG-CSO-M

Secretary of the General Staff
ARNG-CSO-S

Property Book
ARNG-CSO-PB

Installation 1SG
ARNG-CSO-SS

As of August 2015

G-1
Deputy G-1
ARNG-HRZ

- HRS
- HRH
- HRP
- HRM
- HRR

G-2
Deputy G-2
ARNG-OIZ

- OIP
- OIS

G-3
Deputy G-3
ARNG-OTZ

- AV
- OD
- FM
- MR
- TR

G-4
Deputy G-4
ARNG-ILZ

- ILE
- ILI
- ILS
- ILG

G-5
Deputy G-5
ARNG-SPZ

- SPC
- SPP
- SPB

G-6
Deputy G-6
ARNG-IMZ

- **IMN**
- IMG
- IMS
- DOIM
- **IMO-D**

G-8
Deputy G-8
ARNG-RMZ

- RMA
- **RMC**
- **RMQ**

Operational Force

Defining an Operational Force

The Army's operational force consists of the Active Component and Reserve Component (Army National Guard and U.S. Army Reserve) ***providing operational capabilities and strategic depth*** *to meet U.S. defense and homeland security requirements in support of Combatant Commanders. The Reserve Component (RC), as the Nation's operational reserve force,* ***complements the Active Component*** *(AC) ensuring the Total Force remains* ***capable of providing trained and ready forces*** *in support of the Nation's security strategy. The RC as an Operational Force is one that is* ***resourced, trained, ready, and is used on a continual basis****. The RC* ***conducts operations across the spectrum and in all environments*** *as a part of the Total Force.*

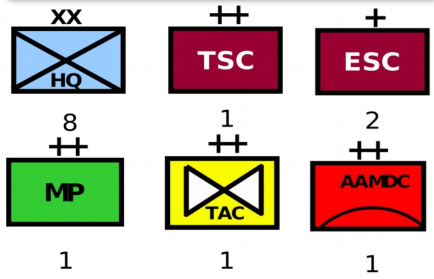
Core elements in maintaining an Operational Reserve*:*

- *Sustain manning, equipping, and training levels, while ensuring adequate resources for required readiness levels*
- *Provide opportunities for leader development*
- *Employ the RC in support of COCOM requirements.*

UNCLASSIFIED // FOUO // PRE-DECISIONAL

ARNG Force Structure

14 Headquarters (HQs)


XX
HQ
8
++
TSC
1
+
ESC
2
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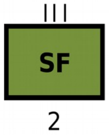
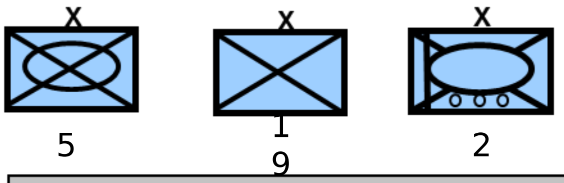
MP
1
++
TAC
1
++
AAMDC
1

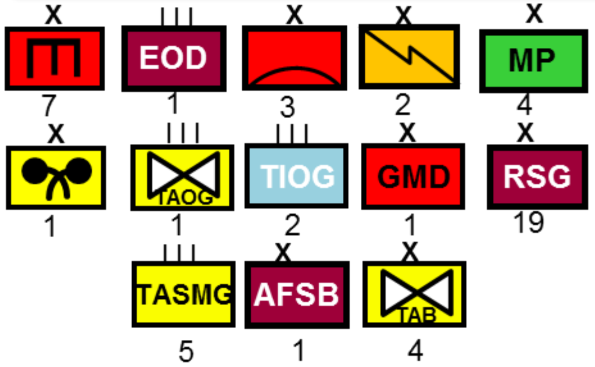
2 Special Forces



26 Brigade Combat Teams



50 Functional Brigades


X
7
III
EOD
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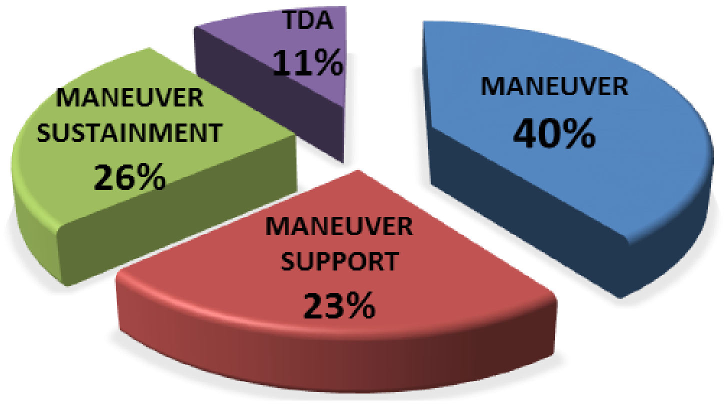
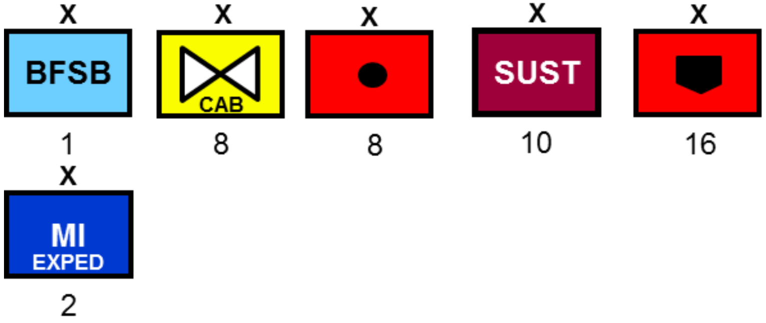
X
3
X
2
X
MP
4
X
1
III
TAOG
1
III
TIOG
2
X
GMD
1
X
RSG
19
III
TASMG
5
X
AFSB
1
X
TAB
4

FORCE COMPOSITION



45 Multi-Functional Brigades


X
BFSB
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X
CAB
8
X
8
X
SUST
10
X
16
X
MI
EXPED
2

AAAMD – Army Air and Missile Defense Command
AFSB – Army Field Support Brigade
BfSB – Battlefield Surveillance Brigade
CAB – Combat Aviation Brigade
E-MIB – Expeditionary Military Intelligence Brigade

EOD – Explosives Ordnance Disposal
ESC – Expeditionary Sustainment Brigade
GMD – Ground-based Midcourse Defense
RSG – Regional Support Group
TAB – Theater Aviation Brigade

TAC – Theater Aviation Command
TAOG – Theater Aviation Operations Group
TASMG – Theater Aviation Sustain. Maint. Group
TIOG – Theater Information Operations Group
TSC – Theater Sustainment Command

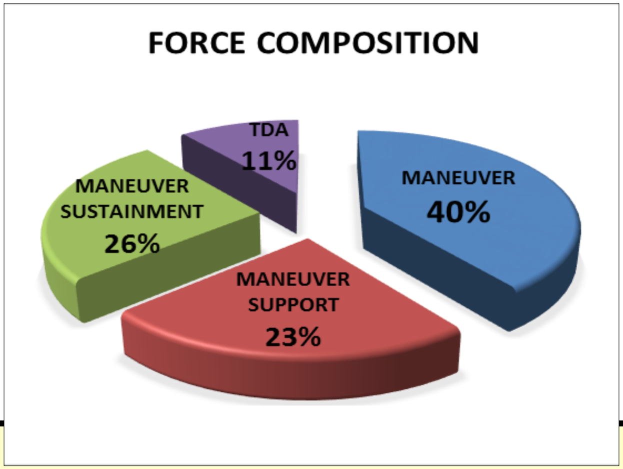
AS OF 03 FEB 16
LTC Kevin Crawford (ARNG-MRF)
703-607-9050

ARNG Force Structure

FY16

Brigade Combat Teams	**26**
Divisions	**8**
Combat Aviation BDEs	**8**
Special Forces Groups	**2**

As of May 2016



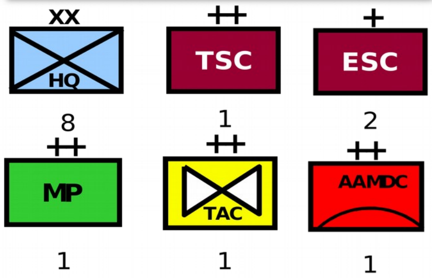
143 Major Commands

- 14 General Officer Commands (8 Div; 2 Expeditionary Sust. Cmd; 1 Theater Sust. Cmd; 1 MP Cmd; 1 Theater Avn Cmd; 1 Army Air & Missile Defense Cmd)
- 26 BCTs (1 Stryker / 6 Armor/ 19 Infantry) (FY17: 2 Stryker / 5 Armor / 19 Infantry)
- 45 Multifunctional Brigades
  - 8 CABs; 8 Field Artillery ; 1 Battlefield Surveillance; 10 Sustainment; 16 MEBs; 2 Expeditionary MI Bde
- 51 Functional Brigades & Groups
  - 7 Eng., 4 Theater Avn., 4 MP, 2 Signal, 3 Air Defense, 1 Chem., 1 GMD, and 1 Army Field Spt Bde, 19 RSGs, 1 EOD Gp, 2 Theater Info Ops Gp, 5 Theater Avn Su
  - Airfield Ops Gp.
- 2 Special Forces Groups

ARNG Force Structure Allowanc (end of FY 16) = 342,000 (FY17, 3

Projected FY16 Modular Force

14 **Headquarters (HQs)**


XX
HQ
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TSC
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+
ESC
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MP
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TAC
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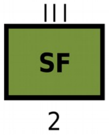
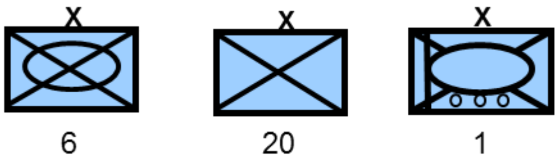
++
AAMDC
1

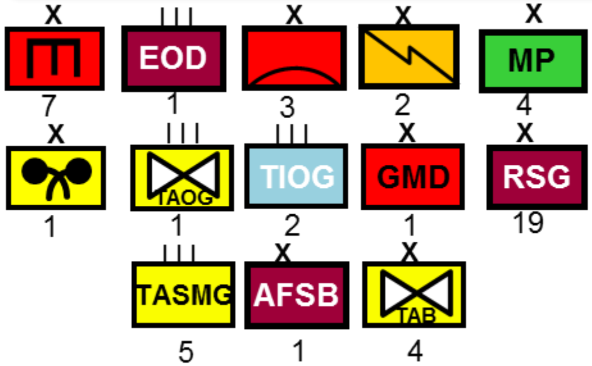
2 **Special Forces**



27 **Brigade Combat Teams**



50 **Functional Brigades**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MP
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III
TAOG
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III
TIOG
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GMD
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AFSB
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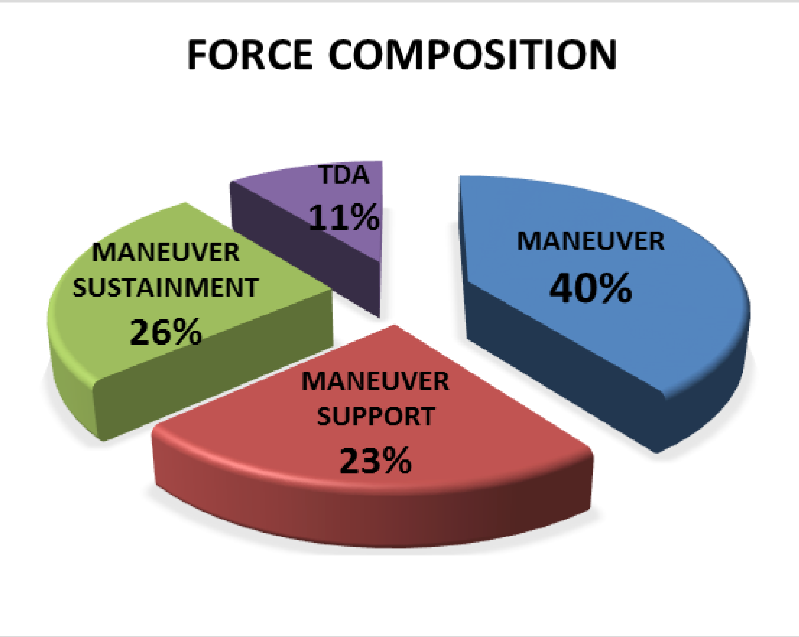
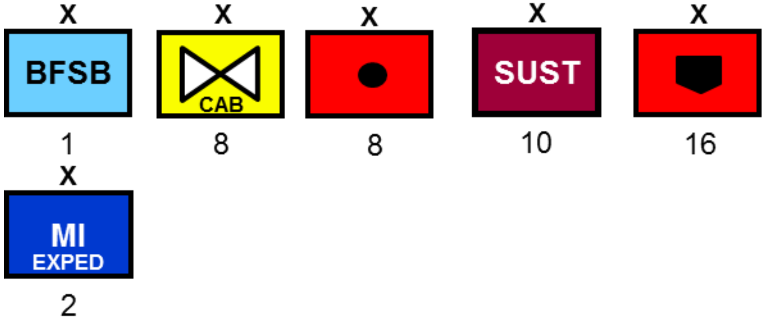
X
TAB
4


FORCE COMPOSITION

45 **Multi-Functional Brigades**


X
BFSB
1
X
CAB
8
X
8
X
SUST
10
X
16
X
MI
EXPED
2

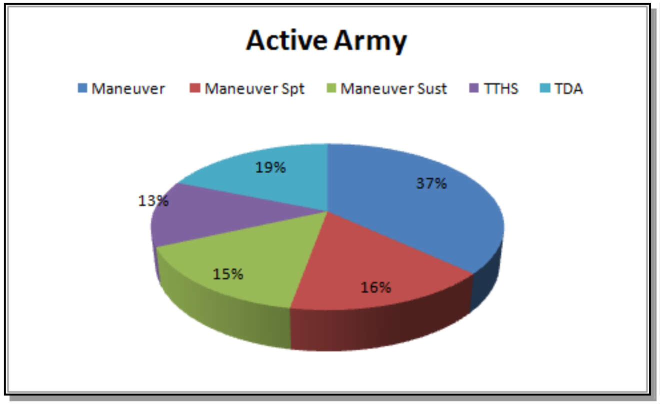
AAAMD – Army Air and Missile Defense Command
AFSB – Army Field Support Brigade
BfSB – Battlefield Surveillance Brigade
CAB – Combat Aviation Brigade
E-MIB – Expeditionary Military Intelligence Brigade

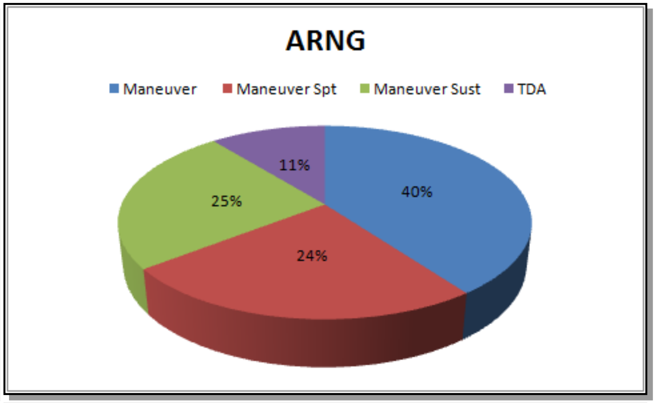
EOD – Explosives Ordnance Disposal
ESC – Expeditionary Sustainment Brigade
GMD – Ground-based Midcourse Defense
RSG – Regional Support Group
TAB – Theater Aviation Brigade

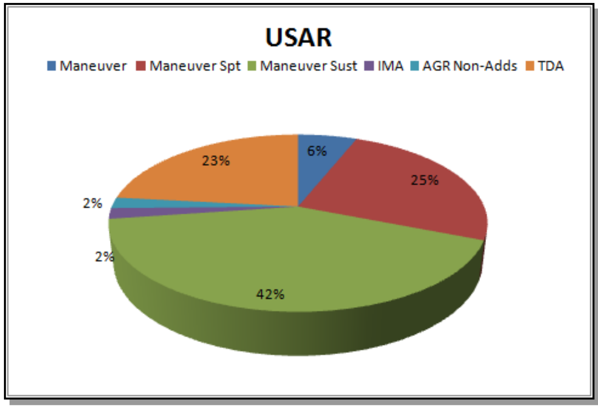
TAC – Theater Aviation Command
TAOG – Theater Aviation Operations Group
TASMG – Theater Aviation Sustain. Maint. Group
TIOG – Theater Information Operations Group
TSC – Theater Sustainment Command

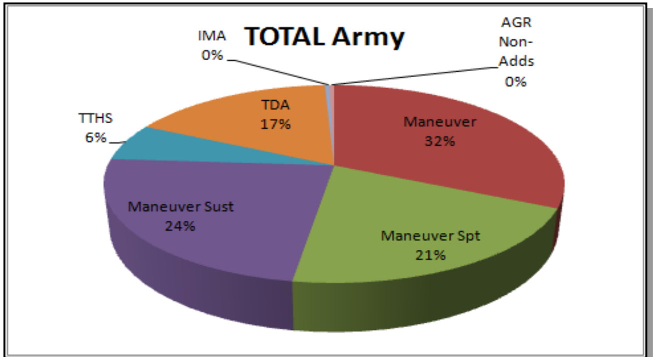
The Army’s Components - FY 15

	ARMY	AC	ARNG	USAR
Operating Force	**796.7K**	**334.2K**	**313.3K**	**149.2K**
Generating Force	**176.7K**	**92.1K**	**36.9K**	**47.7K**
IMA	**4.0K**	**0**	**0**	**4.0K**
TTHS	**63.7K**	**63.7K**	**0**	**0**
Wartime Allowance	**4.1K**	**0**	**0**	**4.1K**
Total	**1045.2K**	**490.0K**	**350.2K**	**205K ***





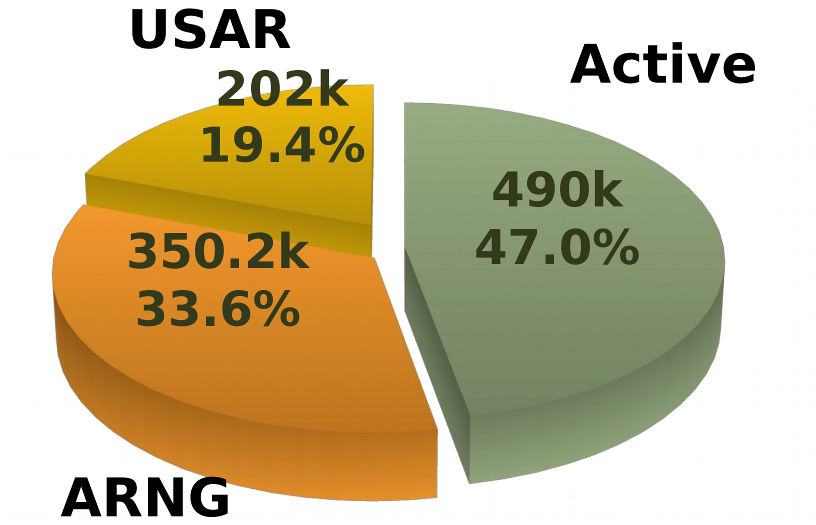




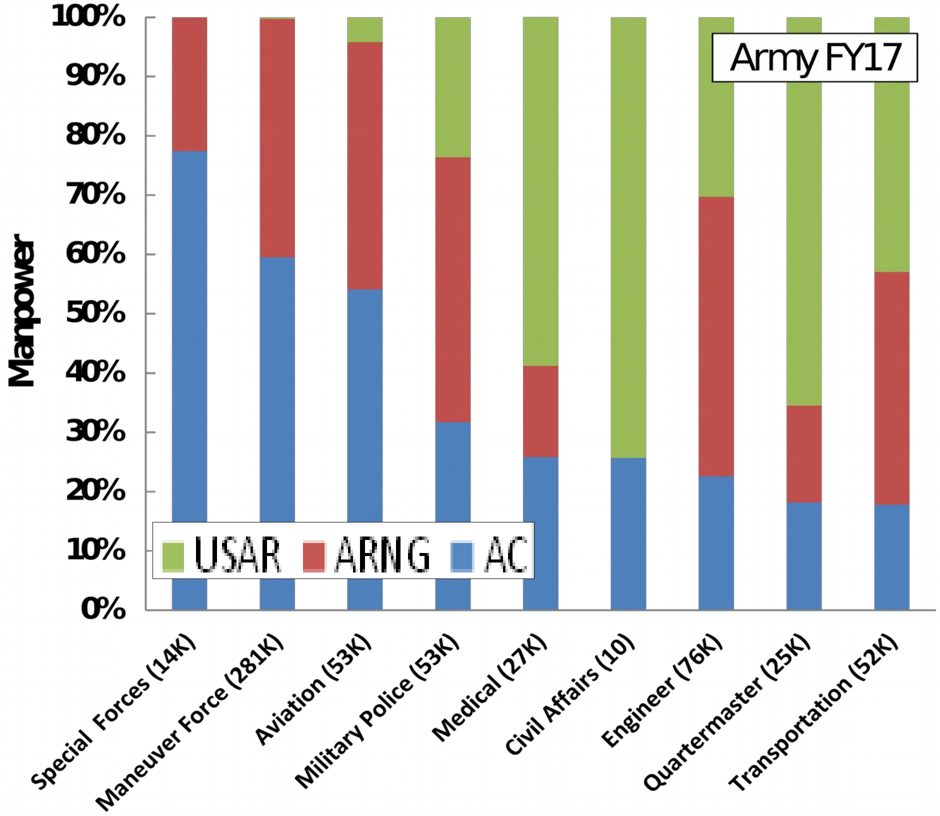
* USAR total of 205K represents Force Structure Allowance - the FY 15 USAR programmed end strength is 202K.

How the ARNG Fits into the Total Army

Congressionally Authorized End Strength (FY 15)



Percentage of Force Structure



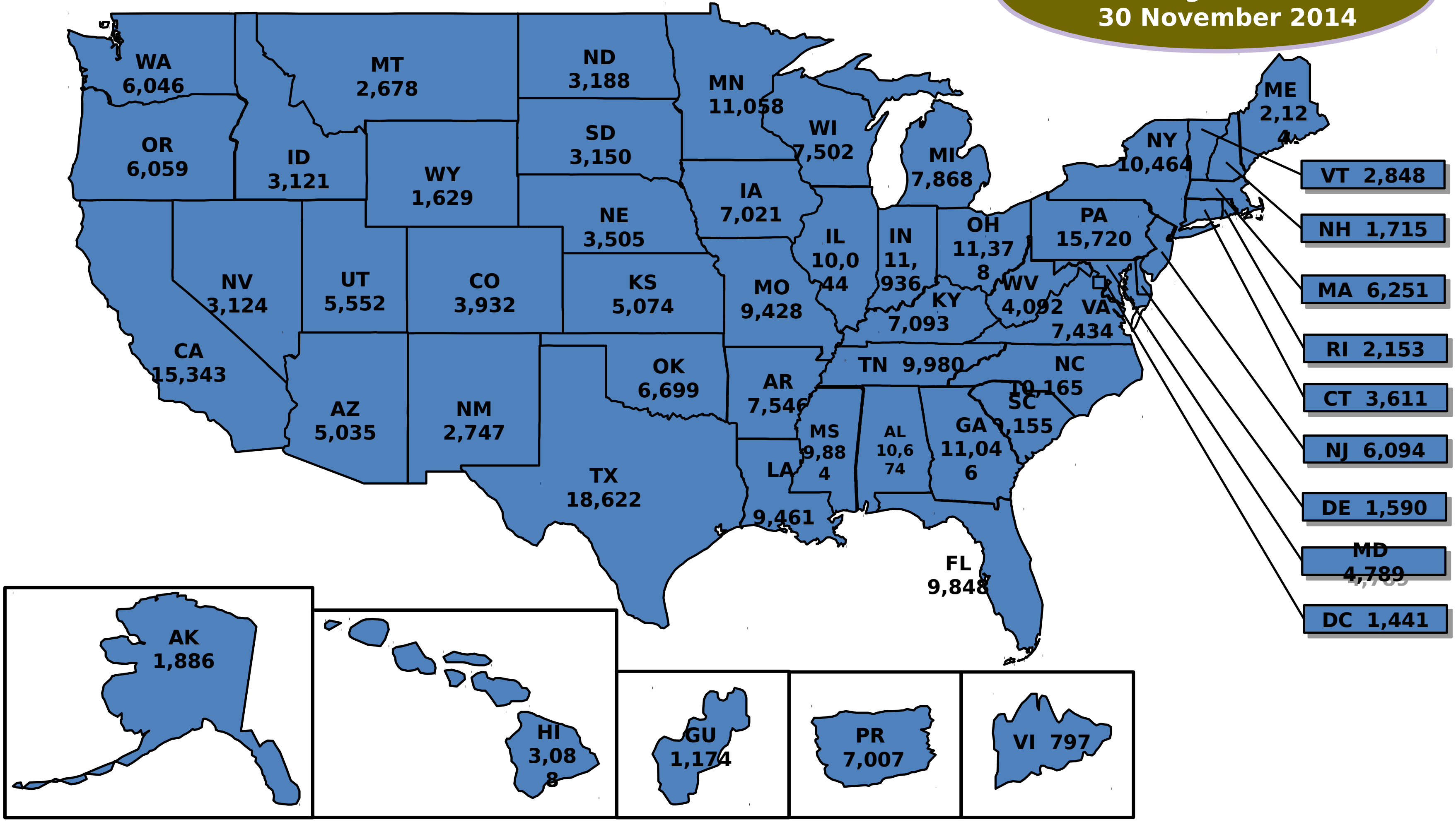
Today's Operational ARNG…

- **Accessible, Capable, Affordable**
- **Indispensible Part of the Total Force**

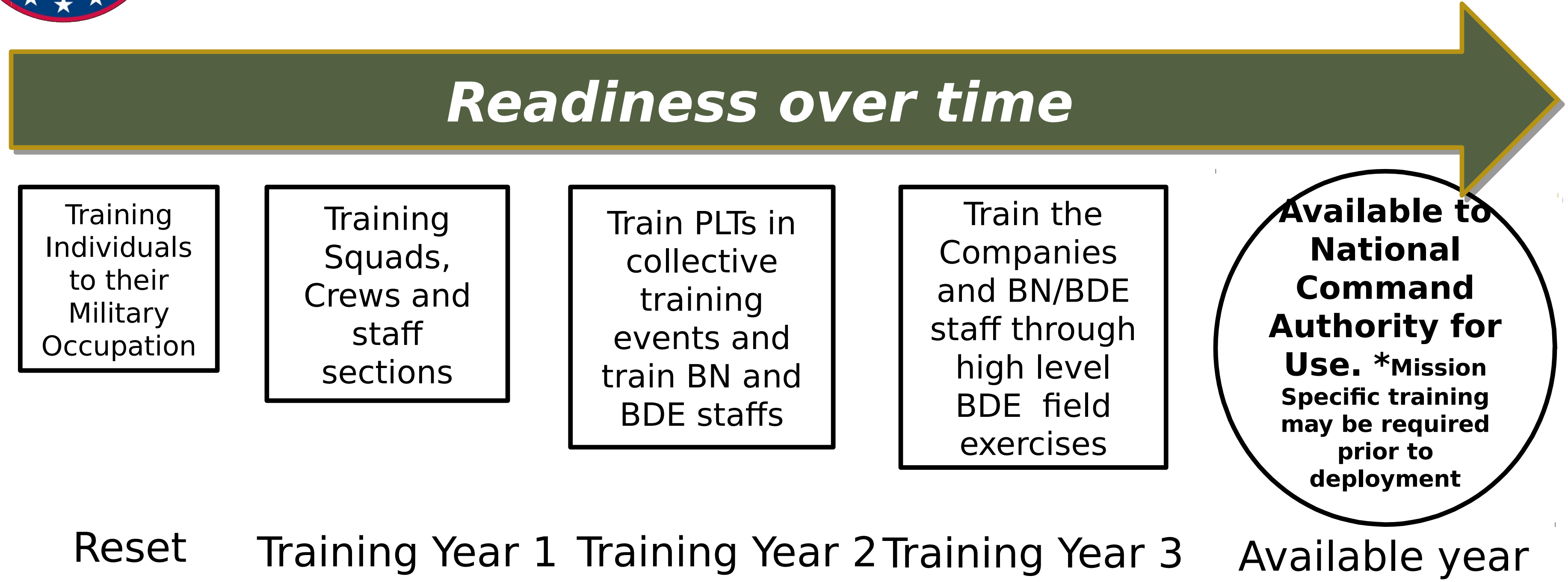
Army National Guard End Strength

350,200 in 54 States, Territories and DC

FY 15 Authorized
End Strength – data as of
30 November 2014


WA 6,046
MT 2,678
ND 3,188
MN 11,058
OR 6,059
ID 3,121
SD 3,150
WI 7,502
MI 7,868
NY 10,464
ME 2,12 4
WY 1,629
IA 7,021
NE 3,505
PA 15,720
NV 3,124
UT 5,552
CO 3,932
KS 5,074
MO 9,428
IL 10,0 44
IN 11, 936
OH 11,37 8
WV 4,092
VA 7,434
KY 7,093
CA 15,343
OK 6,699
AR 7,546
TN 9,980
NC 10,165
SC 9,155
AZ 5,035
NM 2,747
MS 9,88 4
AL 10,6 74
GA 11,04 6
TX 18,622
LA 9,461
FL 9,848
AK 1,886
HI 3,08 8
GU 1,174
PR 7,007
VI 797
VT 2,848
NH 1,715
MA 6,251
RI 2,153
CT 3,611
NJ 6,094
DE 1,590
MD 4,789
DC 1,441

Army Force Generation (ARFORGEN)



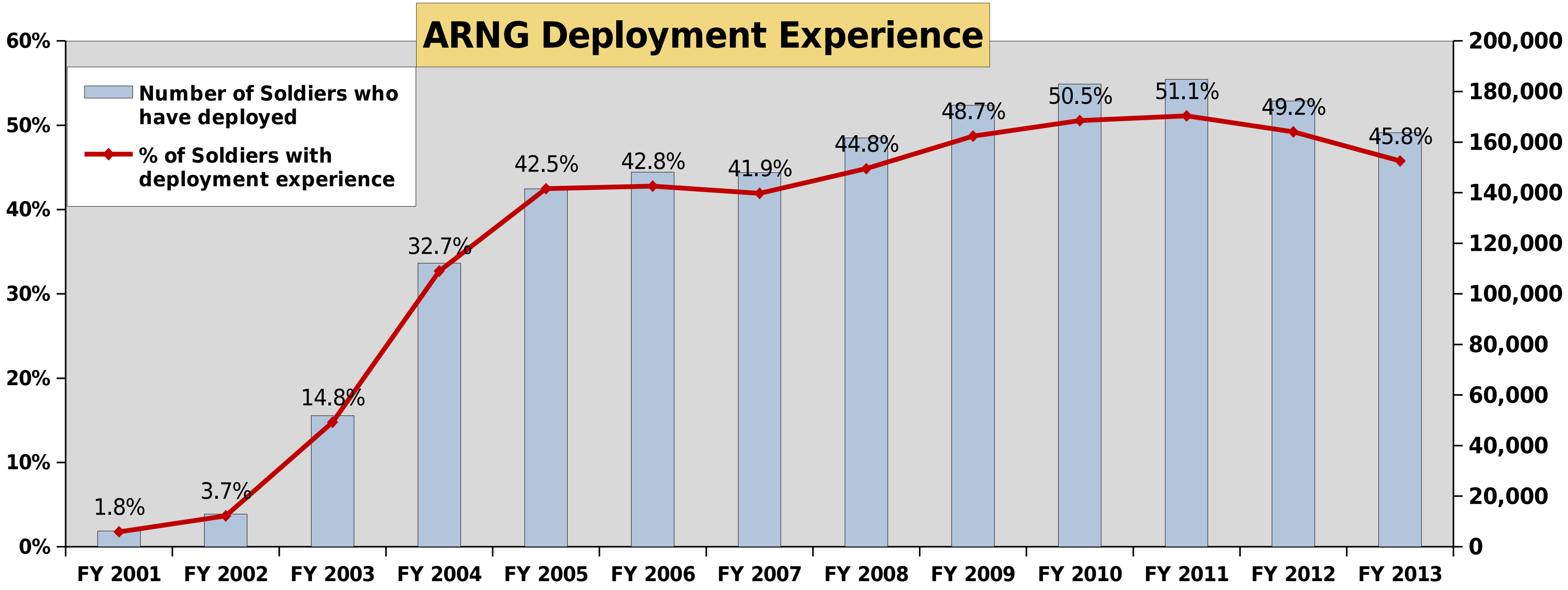
Readiness over time

Reset	Training Year 1	Training Year 2	Training Year 3	Available year
Training Individuals to their Military Occupation	Training Squads, Crews and staff sections	Train PLTs in collective training events and train BN and BDE staffs	Train the Companies and BN/BDE staff through high level BDE field exercises	**Available to National Command Authority for Use. *Mission Specific training may be required prior to deployment**

Key Advantages:

- A unit is prepared for deployment ***every fifth year***
- Reduces costs, while maintaining relevancy for the National Guard
- Allows all units to gain training proficiency, not just a select few
- Progressive readiness is key to developing leaders

An Experienced Force FY01-FY13



Deployed: In September 2001, 6,243 Soldiers (1.8% of assigned strength) had deployment experience compared to a high of 184,791 Soldiers (51.1% of assigned strength) in September 2011. Figures don’t include Soldiers who deployed as members of the USAR or active Army and later joined ARNG.

The Operational ARNG

Accessible **- full suite of authorities available to civilian leaders, to include 12304(b)**

Capable **- seasoned force that has accomplished the full array of missions**

Ready **- can meet COCOM demands for building partner capacity or surge requirements**

Affordable - **unsurpassed value for the nation**

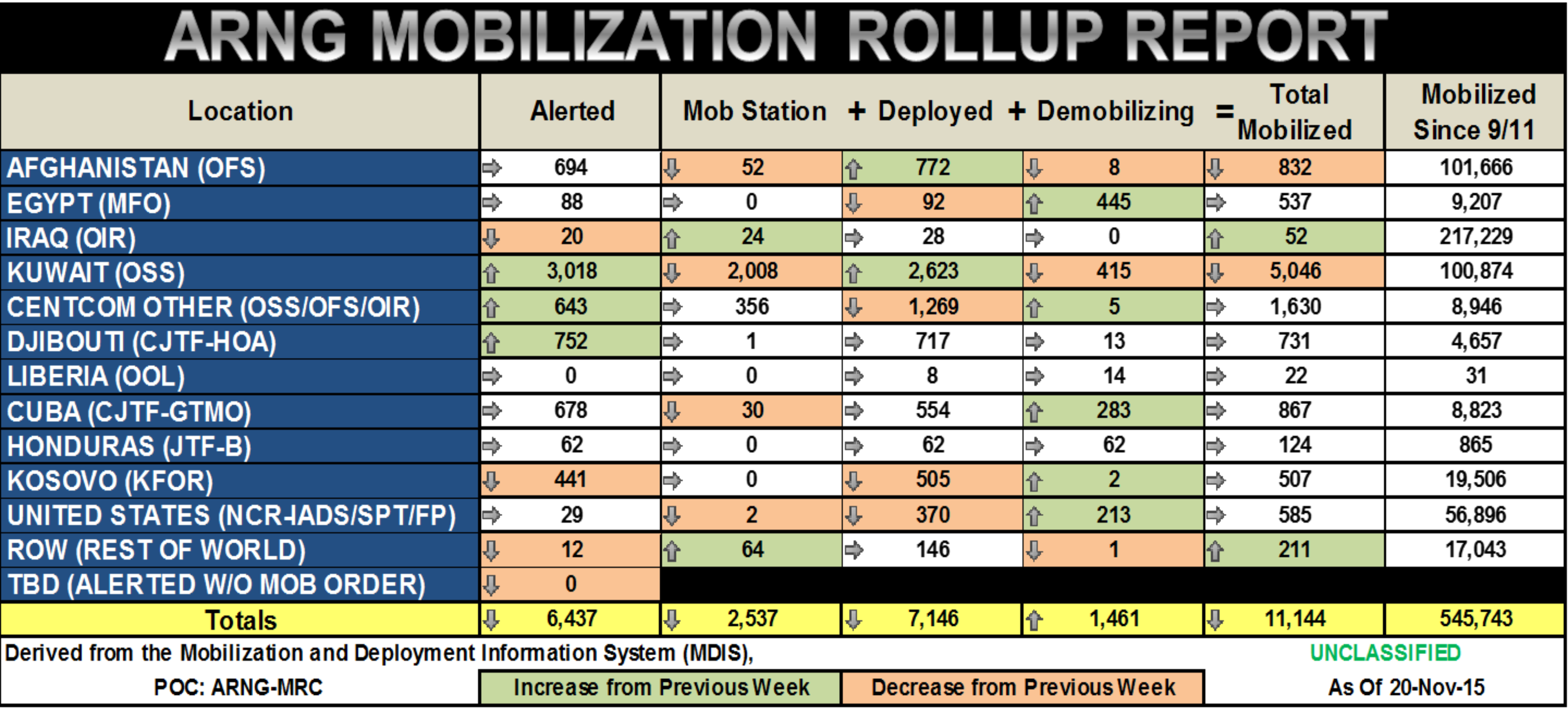
Indispensible Force at Home and Abroad

Global Commitment

U.S. ARMY
MACB

Operational Effectiveness

ARNG MOBILIZATION WEEKLY REPORT



ARNG MOBILIZATION ROLLUP REPORT

Location	Alerted	Mob Station +	Deployed +	Demobilizing =	Total Mobilized	Mobilized Since 9/11
AFGHANISTAN (OFS)	⇨ 694	⇩ 52	⇧ 772	⇩ 8	⇩ 832	101,666
EGYPT (MFO)	⇨ 88	⇨ 0	⇩ 92	⇧ 445	⇨ 537	9,207
IRAQ (OIR)	⇩ 20	⇧ 24	⇨ 28	⇨ 0	⇧ 52	217,229
KUWAIT (OSS)	⇧ 3,018	⇩ 2,008	⇧ 2,623	⇩ 415	⇩ 5,046	100,874
CENTCOM OTHER (OSS/OFS/OIR)	⇧ 643	⇨ 356	⇩ 1,269	⇧ 5	⇨ 1,630	8,946
DJIBOUTI (CJTF-HOA)	⇧ 752	⇨ 1	⇨ 717	⇨ 13	⇨ 731	4,657
LIBERIA (OOL)	⇨ 0	⇨ 0	⇨ 8	⇨ 14	⇨ 22	31
CUBA (CJTF-GTMO)	⇨ 678	⇩ 30	⇨ 554	⇧ 283	⇨ 867	8,823
HONDURAS (JTF-B)	⇨ 62	⇨ 0	⇨ 62	⇨ 62	⇨ 124	865
KOSOVO (KFOR)	⇩ 441	⇨ 0	⇩ 505	⇧ 2	⇨ 507	19,506
UNITED STATES (NCR-IADS/SPT/FP)	⇨ 29	⇩ 2	⇩ 370	⇧ 213	⇨ 585	56,896
ROW (REST OF WORLD)	⇩ 12	⇧ 64	⇨ 146	⇩ 1	⇧ 211	17,043
TBD (ALERTED W/O MOB ORDER)	⇩ 0					
Totals	⇩ 6,437	⇩ 2,537	⇩ 7,146	⇧ 1,461	⇩ 11,144	545,743

Derived from the Mobilization and Deployment Information System (MDIS), UNCLASSIFIED

POC: ARNG-MRC

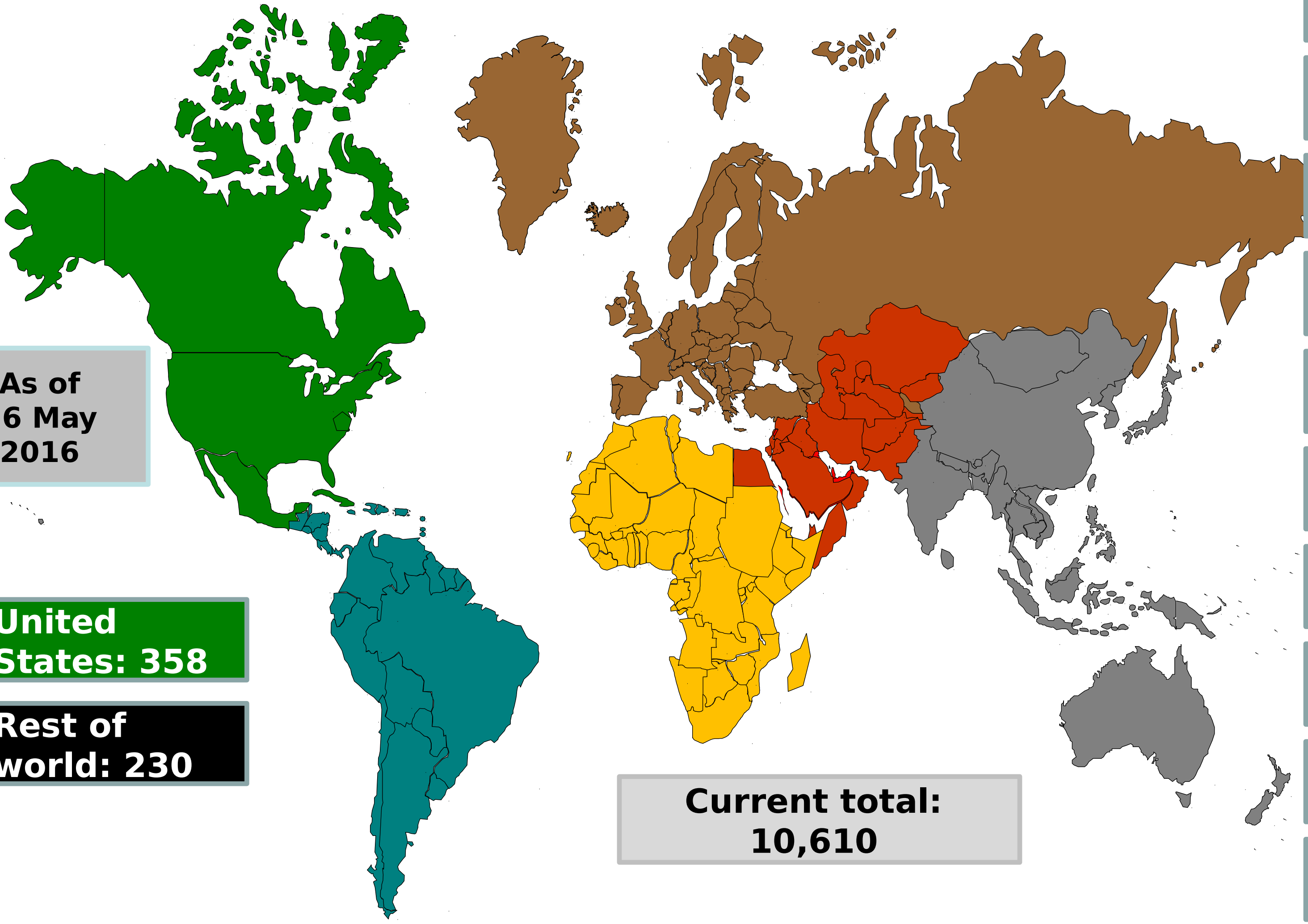
🟩 Increase from Previous Week

🟧 Decrease from Previous Week

As Of 20-Nov-15

ARNG Mobilization FY16

Total mobilizations since 9/11: 549,813



As of 26 May 2016

United States: 358

Rest of world: 230

Current total: 10,610

Currently Mobilized:

Afghanistan: 786

Egypt: 92

Iraq: 96

Kuwait: 4,344

CENTCOM: 1,986

Djibouti: 1,462

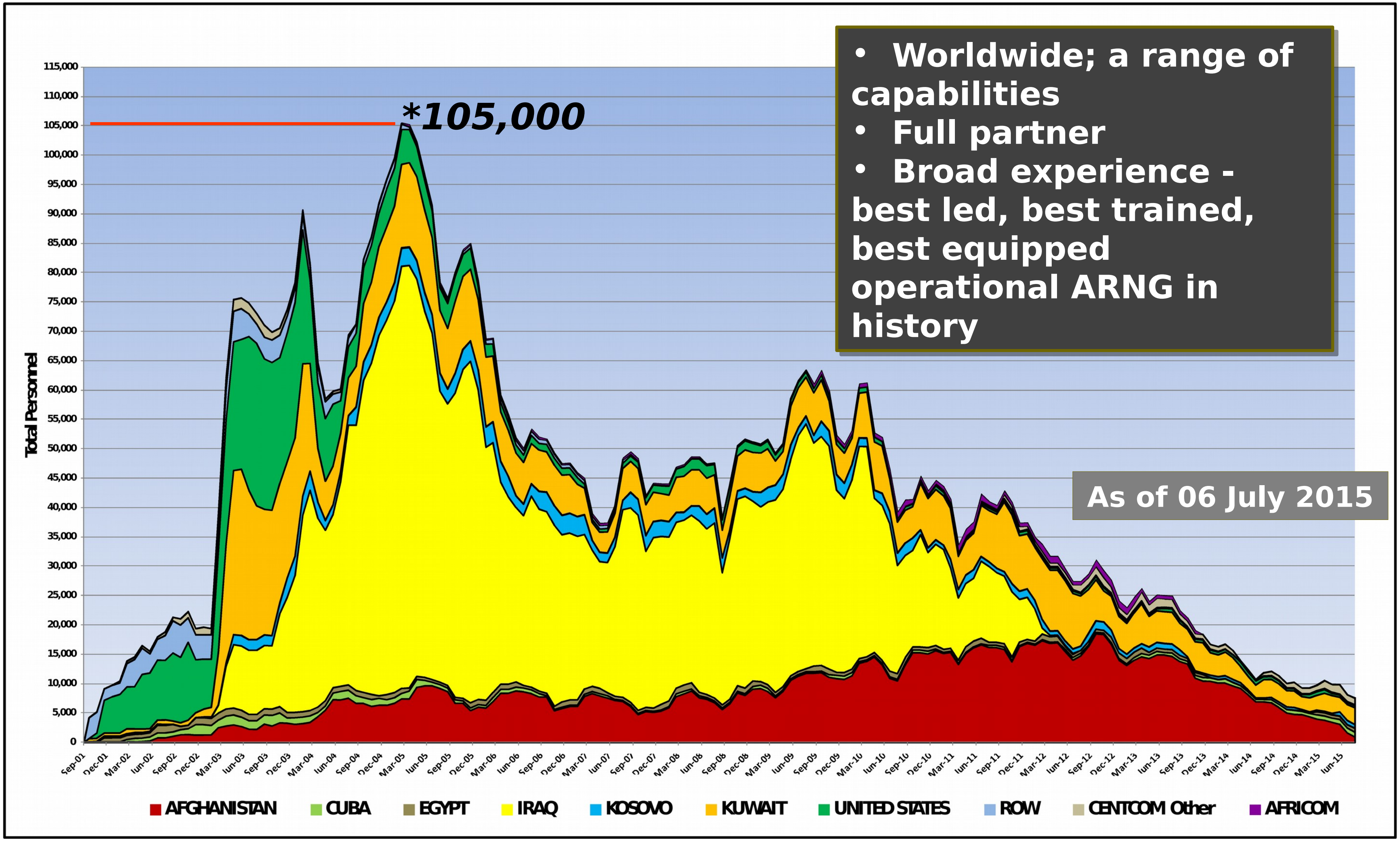
Liberia: 8

Cuba: 839

Honduras: 62

Kosovo: 347

ARNG Mobilizations Over Time

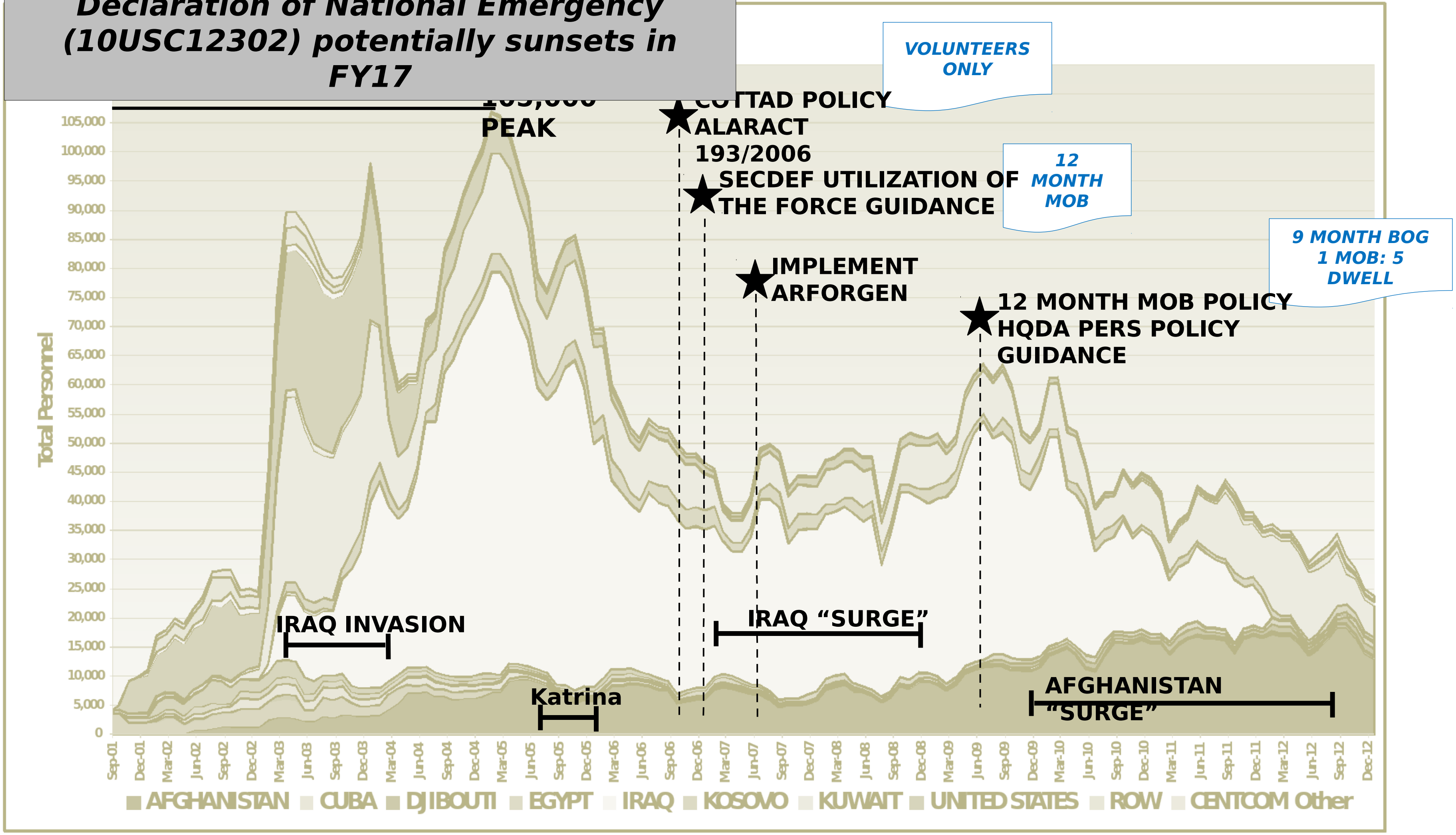


- **Worldwide; a range of capabilities**
- **Full partner**
- **Broad experience - best led, best trained, best equipped operational ARNG in history**

As of 06 July 2015

T10 Employment of ARNG Readiness

Declaration of National Emergency (10USC12302) potentially sunsets in FY17



Active Component Responsibility in Reserve Component Pre- and Post-Mobilization Training **Presented by BG McCaffrey**
HQDA G-3/5/7, DAMO-TRC, 12 March 2013

FOUO

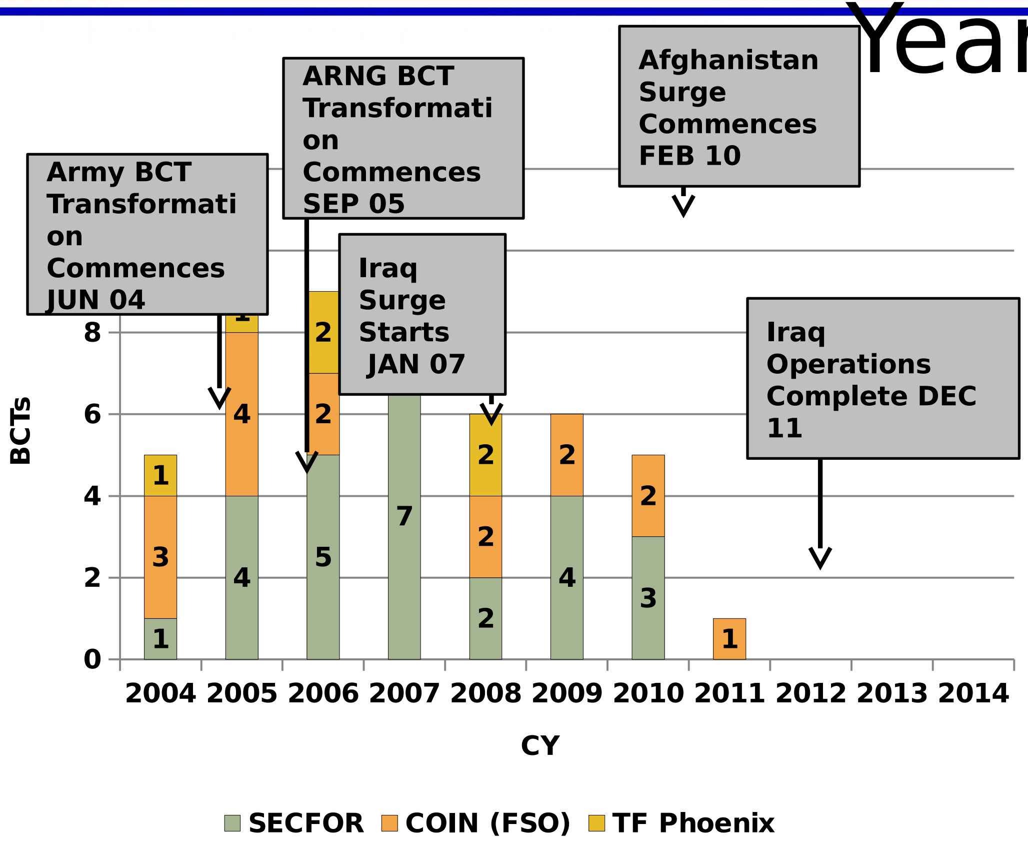
ARNG BCT Deployments by Year

As of 8 December 2014

51 ARNG BCT Deployments

- 26 SECFOR BCTs
- 18 COIN (FSO) BCTs
- 7 TF Phoenix BCTs

*This chart only contains data on BCTs and not other Brigade Sized Elements i.e. FiBs, MEBs, or CABs.



Army BCT Transformation Commences JUN 04

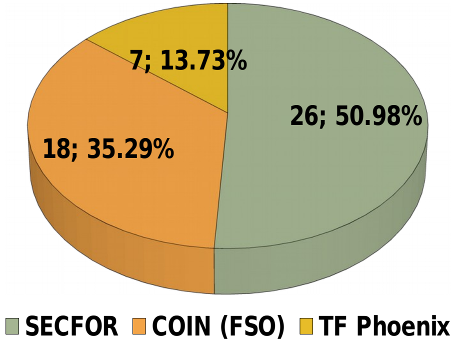
ARNG BCT Transformation Commences SEP 05

Iraq Surge Starts JAN 07

Afghanistan Surge Commences FEB 10

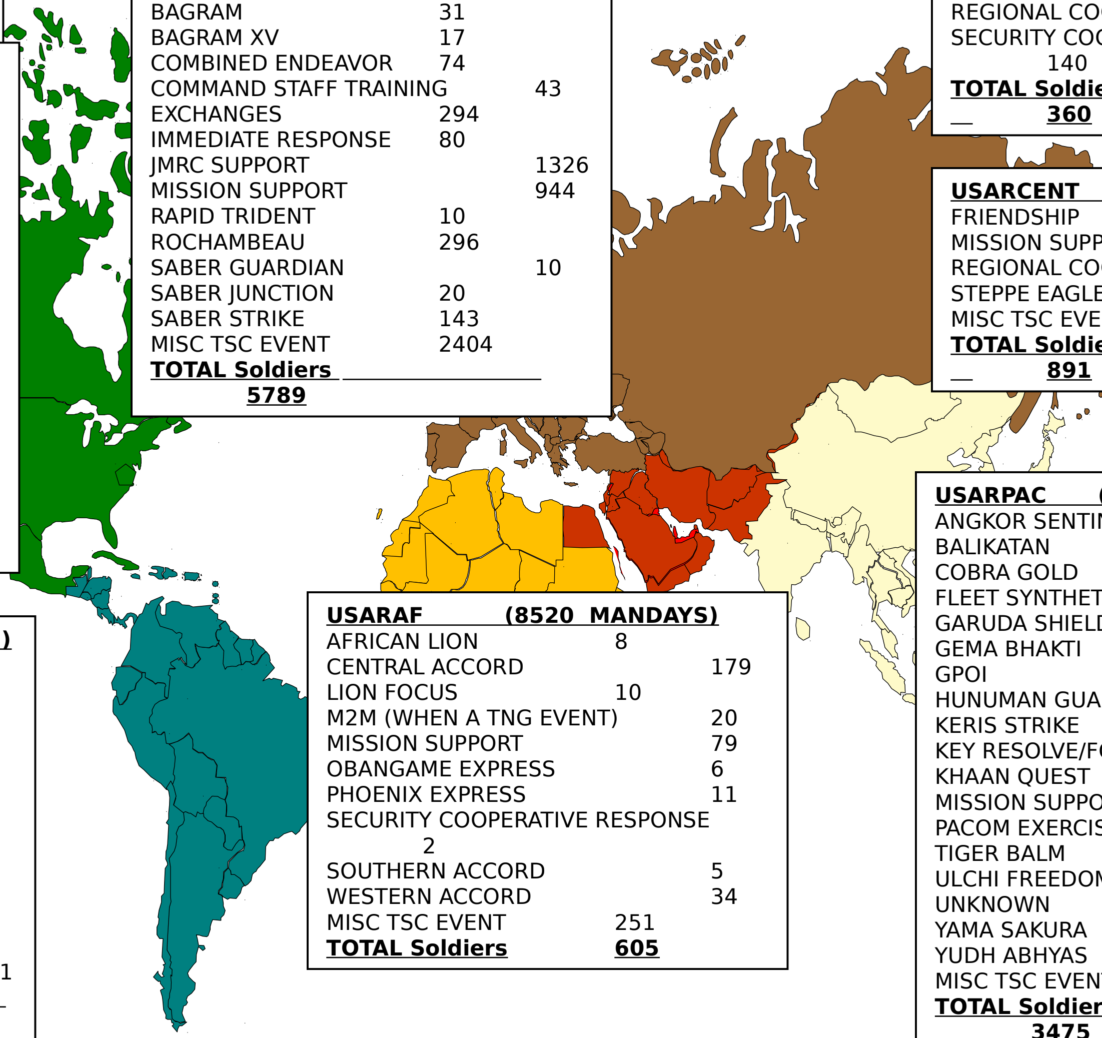
Iraq Operations Complete DEC 11

ARNG BCT Deployments by Mission Type



- This chart depicts BCTs that mobilized to Iraq (23), Kuwait (10) or Afghanistan (18) from 9/11 through 2014
- BCTs were given credit based on the Mobilization of their Brigade AA
- BCTs were included in the Calendar Year (CY) that includes the majority of their Mobilization time

ARNG support to ASCCs FY14



TOTAL ARNG Soldiers: 19663

TOTAL MANDAYS:

USARNORTH (87587 MANDAYS)

ARDENT SENTRY	46
BELLIGERENT GRIZZLY	45
CANUS SMALL SCALE TNG EVENT	83
FLEET SYNTHETIC TRNG	45
GOLDEN COYOTE	4419
GUERRIER NORDIQUE	17
HURREX	23
MAPLE RESOLVE	178
NORTHERN FRONTIER	40
OCSJX	8
PANTHER STRIKE	683
PRAIRIE THUNDER	26
UNIFIED RESOLVE	16
VIBRANT RESPONSE	185
VIGILANT EAGLE	4
VIGILANT SHIELD	102
SEDENA MTT	6
TOTAL Soldiers	**5929**

USAREUR (91655 MANDAYS)

ANACONDA SABER	83
ATLAS VISION	14
BAGRAM	31
BAGRAM XV	17
COMBINED ENDEAVOR	74
COMMAND STAFF TRAINING	43
EXCHANGES	294
IMMEDIATE RESPONSE	80
JMRC SUPPORT	1326
MISSION SUPPORT	944
RAPID TRIDENT	10
ROCHAMBEAU	296
SABER GUARDIAN	10
SABER JUNCTION	20
SABER STRIKE	143
MISC TSC EVENT	2404
TOTAL Soldiers	**5789**

USSOCOM (8207 MANDAYS)

EAGER LION	117
JCET/DFT	85
REGIONAL COOPERATION	18
SECURITY COOPERATION RESPONSE	140
TOTAL Soldiers	**360**

USARCENT (4592 MANDAYS)

FRIENDSHIP	10
MISSION SUPPOORT (NOT NAMED)	39
REGIONAL COOPERATION	52
STEPPE EAGLE	51
MISC TSC EVENT	139
TOTAL Soldiers	**891**

USARSOUTH (50260 MANDAYS)

BTH DOMINICAN REPUBLIC	159
BTH EL SALVADOR	11
BTH GUATEMALA	1029
EXCHANGES	64
FUERZAS ALIADIS – HUM	17
FUERZAS ALIADIS – PANAMAX	17
FUERZAS COMANDO	37
FUSED RESPONSE	47
INTEGRATED ADVANCE	2
MISSION SUPPORT	428
NEW HORIZONS	46
TRADE WINDS	50
MISC TSC EVENTS	1321
TOTAL Soldiers	**3214**

USARAF (8520 MANDAYS)

AFRICAN LION	8
CENTRAL ACCORD	179
LION FOCUS	10
M2M (WHEN A TNG EVENT)	20
MISSION SUPPORT	79
OBANGAME EXPRESS	6
PHOENIX EXPRESS	11
SECURITY COOPERATIVE RESPONSE	2
SOUTHERN ACCORD	5
WESTERN ACCORD	34
MISC TSC EVENT	251
TOTAL Soldiers	**605**

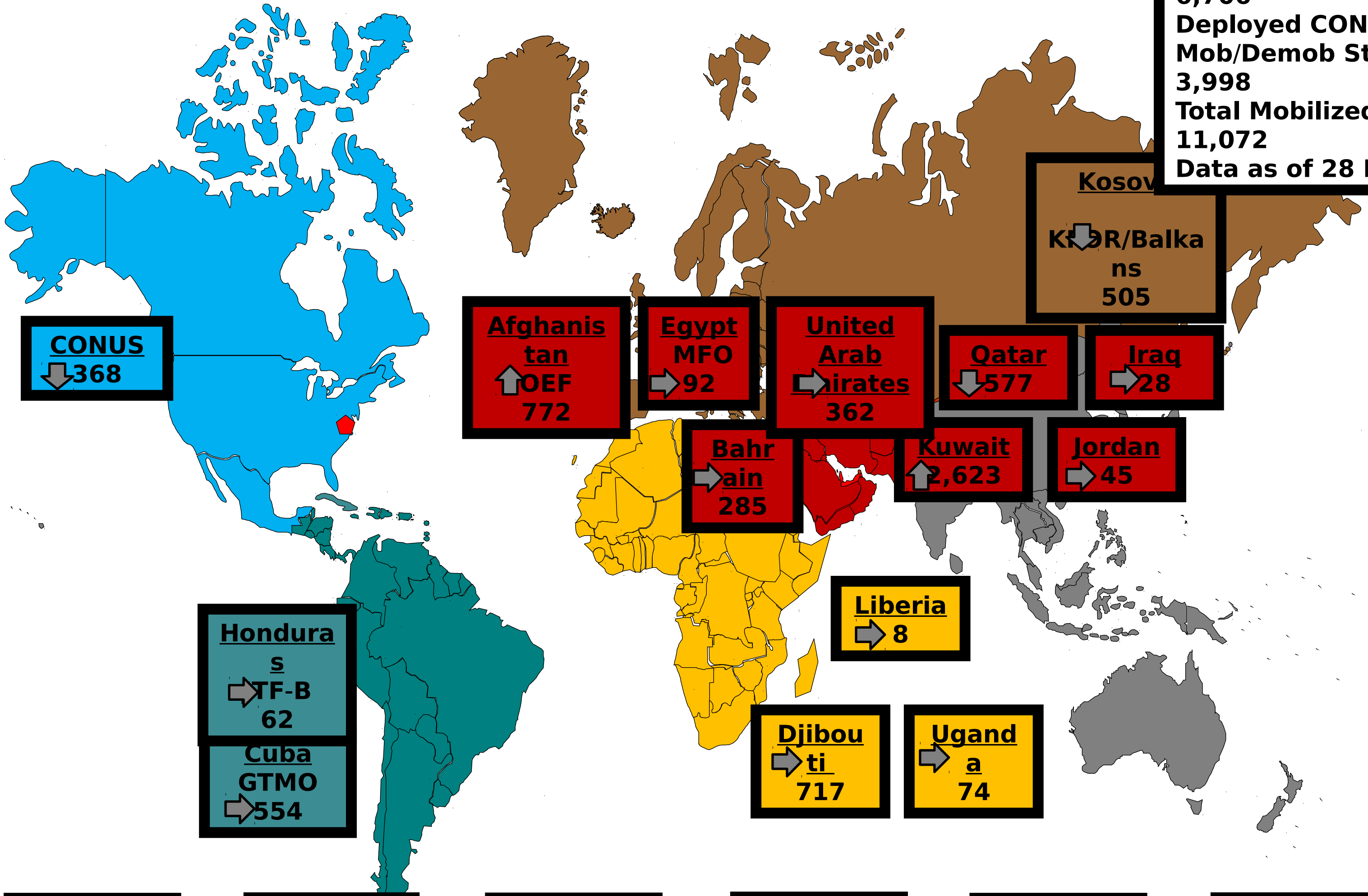
USARPAC (44719 MANDAYS)

ANGKOR SENTINAL	110
BALIKATAN	7
COBRA GOLD	36
FLEET SYNTHETIC TRAINING	2
GARUDA SHIELD	86
GEMA BHAKTI	30
GPOI	1
HUNUMAN GUARDIAN	28
KERIS STRIKE	23
KEY RESOLVE/FOAL EAGLE	508
KHAAN QUEST	58
MISSION SUPPORT	109
PACOM EXERCISE	19
TIGER BALM	58
ULCHI FREEDOM GUARDIAN	579
UNKNOWN	3
YAMA SAKURA	239
YUDH ABHYAS	15
MISC TSC EVENT	1407
TOTAL Soldiers	**3475**

UNCLASSIFIED

ARNG MOBILIZATION WORLD MAP

Deployed OCONUS: 6,706
Deployed CONUS: 368
Mob/Demob Stations: 3,998
Total Mobilized (T10): 11,072
Data as of 28 NOV 2015



CONUS ⇩ 368

Afghanistan ⇧ OEF 772

Egypt MFO ⇨ 92

United Arab Emirates ⇨ 362

Kosov
KFOR/Balkans ⇩ 505

Qatar ⇩ 577

Iraq ⇨ 28

Bahrain ⇨ 285

Kuwait ⇧ 2,623

Jordan ⇨ 45

Liberia ⇨ 8

Honduras ⇨ JTF-B 62

Cuba GTMO ⇨ 554

Djibouti ⇨ 717

Uganda ⇨ 74

NORTHCOM ⇩ 368

SOUTHCOM ⇨ 616

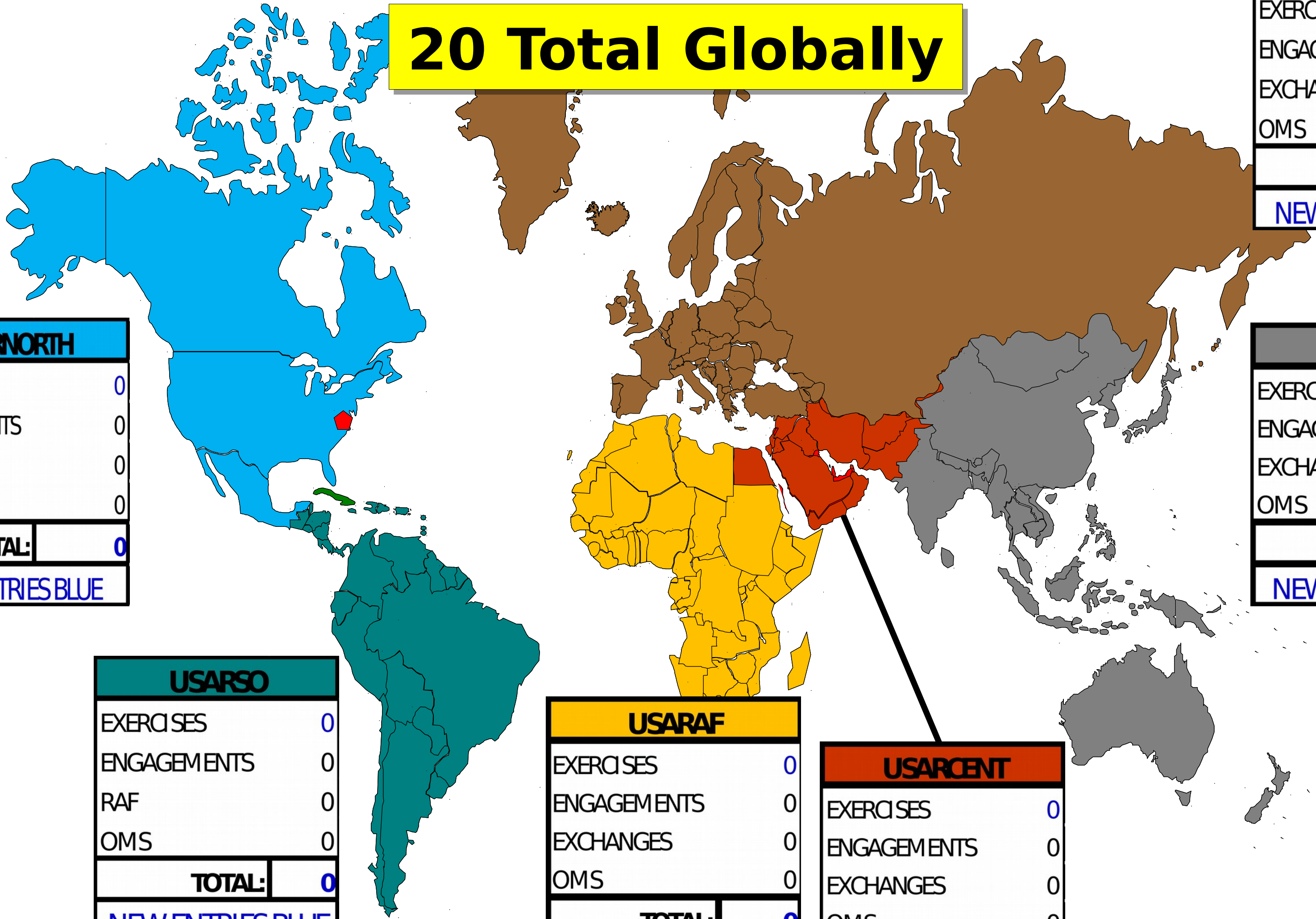
EUCOM ⇩ 505

CENTCOM ⇩ 4,784

AFRICOM ⇨ 799

PACOM ⇨ 2

SECURITY COOPERATION



20 Total Globally

USAREUR	
EXERCISES	6
ENGAGEMENTS	0
EXCHANGES	0
OMS	0
TOTAL:	6
NEW ENTRIES BLUE	

USARNORTH	
EXERCISES	0
ENGAGEMENTS	0
EXCHANGES	0
OMS	0
TOTAL:	0
NEW ENTRIES BLUE	

USARPAC	
EXERCISES	14
ENGAGEMENTS	0
EXCHANGES	0
OMS	0
TOTAL:	14
NEW ENTRIES BLUE	

USARSO	
EXERCISES	0
ENGAGEMENTS	0
RAF	0
OMS	0
TOTAL:	0
NEW ENTRIES BLUE	

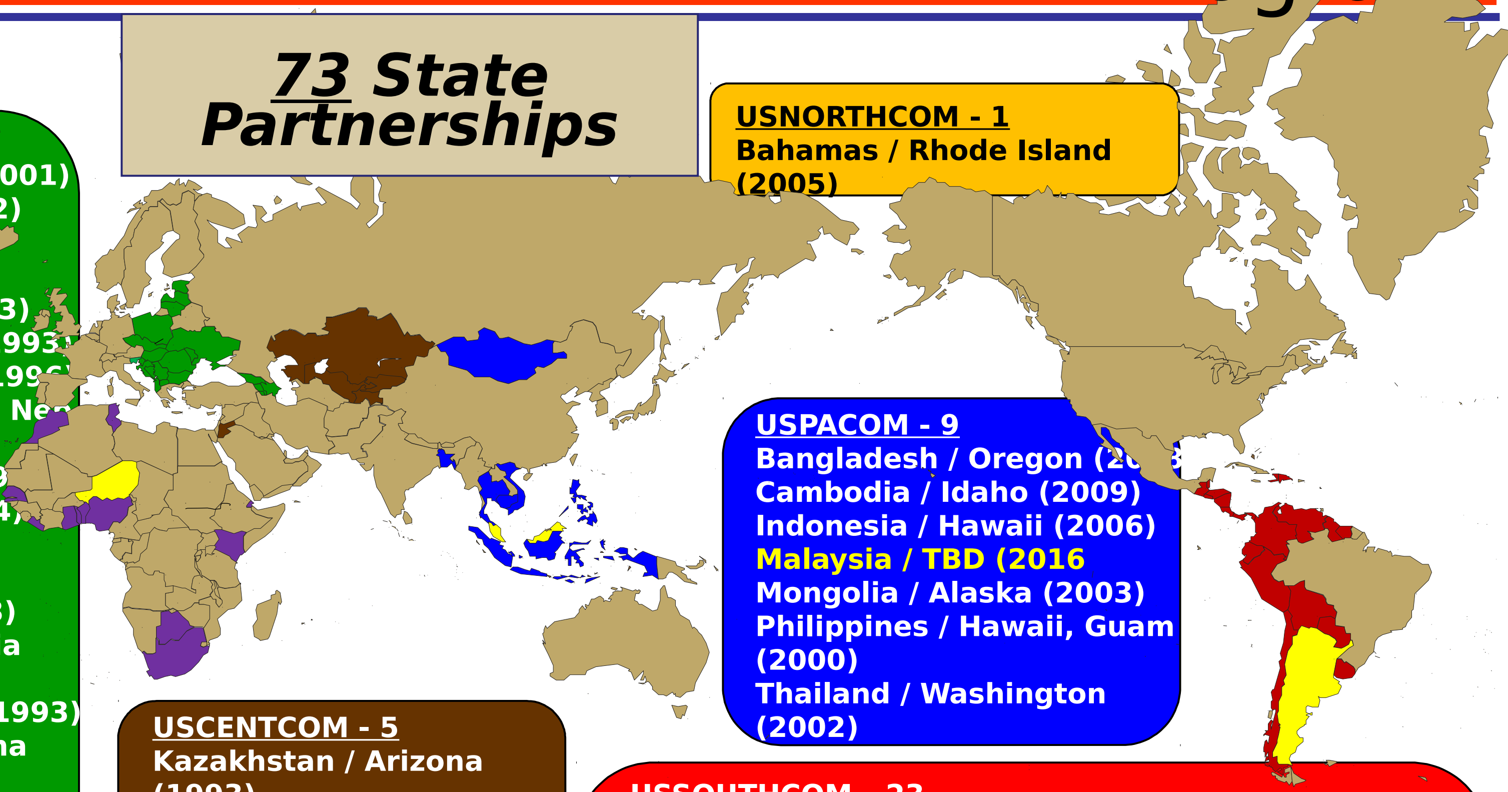
USARAF	
EXERCISES	0
ENGAGEMENTS	0
EXCHANGES	0
OMS	0
TOTAL:	0
NEW ENTRIES BLUE	

USARCENT	
EXERCISES	0
ENGAGEMENTS	0
EXCHANGES	0
OMS	0
TOTAL:	0
NEW ENTRIES BLUE	

As of: 28 NOV 2015

UNCLASSIFIED

State Partnership Program



73 State Partnerships

USNORTHCOM - 1

Bahamas / Rhode Island (2005)

USEUCOM - 22

- **Albania / New Jersey (2001)**
- **Armenia / Kansas (2002)**
- **Azerbaijan / Oklahoma (2002)**
- **Bosnia / Maryland (2003)**
- **Bulgaria / Tennessee (1993**
- **Croatia / Minnesota / (199**
- **Czech Republic / Texas, Ne (1993)**
- **Estonia / Maryland (199**
- **Georgia / Georgia (1994)**
- **Hungary / Ohio (1993)**
- **Kosovo / Iowa (2011)**
- **Latvia / Michigan (1993)**
- **Lithuania / Pennsylvania (1993)**
- **Macedonia / Vermont (1993)**
- **Moldova / North Carolina (1996)**
- **Montenegro / Maine (2006)**
- **Poland / Illinois (1993)**
- **Romania / Alabama (1993)**
- **Serbia / Ohio (2005)**

USPACOM - 9

- **Bangladesh / Oregon (20**
- **Cambodia / Idaho (2009)**
- **Indonesia / Hawaii (2006)**
- **Malaysia / TBD (2016**
- **Mongolia / Alaska (2003)**
- **Philippines / Hawaii, Guam (2000)**
- **Thailand / Washington (2002)**

USCENTCOM - 5

- **Kazakhstan / Arizona (1993)**
- **Jordan / Colorado (2004)**
- **Kyrgyzstan / Montana (1996)**
- **Tajikistan / Virginia (2003)**
- **Uzbekistan / Mississipp (2012)**

USAFRICOM - 13

- **Benin / North Dakota (2014)**
- **Botswana / North Carolina (2008)**
- **Djibouti / Kentucky (2015)**
- **Ghana / North Dakota**
- **Morocco / Utah (2003)**
- **Niger / TBD (2016)**
- **Nigeria / California (2006)**
- **Senegal / Vermont (2008)**
- **South Africa / New York (2003)**
- **Togo / North Dakota (2014)**
- **Tunisia / Wyoming (2004)**

USSOUTHCOM - 23

- **Argentina / TBD (2016)**
- **Belize / Louisiana (1996)**
- **Bolivia / Mississippi (1999)**
- **Chile / Texas (2008)**
- **Colombia / South Carolina (2012)**
- **Costa Rica / New Mexico (2006)**
- **Dominican Rep. / Puerto Rico (2003)**
- **Ecuador / Kentucky (1996)**
- **El Salvador/ New Hampshire (2000)**
- **Honduras / Puerto Rico (1998)**
- **Jamaica / District of Columbia (1**
- **Nicaragua / Wisconsin (2003)**
- **Panama / Missouri (1996)**
- **Paraguay / Massachusetts (200**
- **Peru / West Virginia (1996)**
- **RSS / Florida, Virgin Is. (2006)**
- **Suriname / South Dakota (2006)**
- **Trinidad-Tobago / Delaware (200**
- **Uruguay / Connecticut (2000)**
- **Venezuela / Florida / (1998)**

Offensive and Defensive Cyber Capabilities

- The ARNG provides full spectrum cyber capability to the Nation
- Establishing Cyber training in the ARNG as part of larger Army Enterprise
- ARNG leverages civilian-acquired skills to create “cyber warriors”
- 11 ARNG Cyber Protection Teams
- 1 full-time team
- 10 traditional teams

- Three recently announced teams are in California, Georgia, and split between Michigan, Indiana and Ohio.
- Another seven teams will be announced later

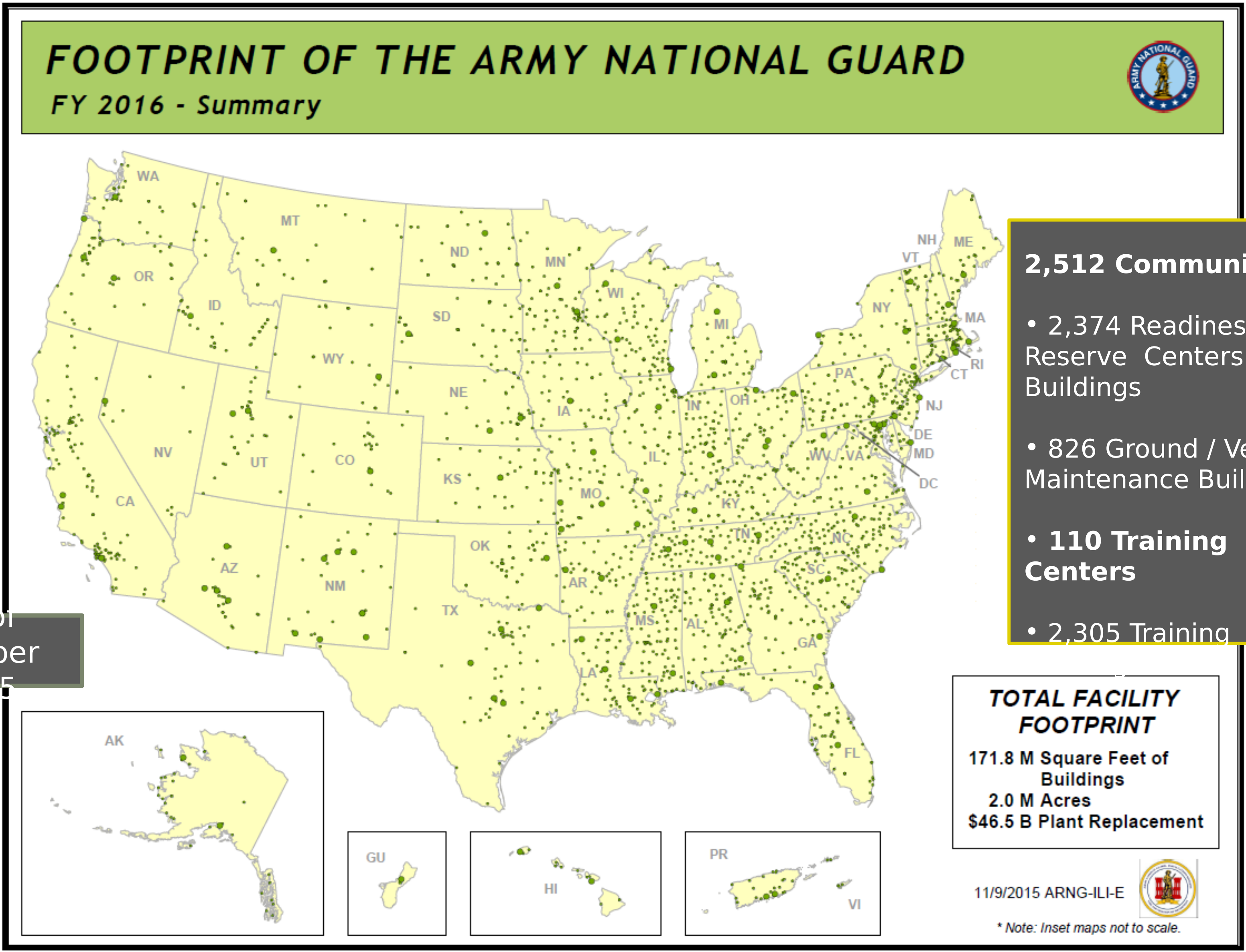
Domestic Operations

Forward Deployed… Across the Nation

Domestic Operations Overview

- 98% of all emergencies in the US are handled by State & Local authorities
- The Guard ***supports*** civil authorities during Domestic Operations—we're not "in charge"
- Mission command in local /state /tribal /federal /interagency /NGO domestic environments is as complex as overseas mission commands
- The Guard's organization, equipment, & training for overseas missions makes it uniquely capable for domestic response
- Forward deployed in more than 2,600 communities

A Community-Based Forc



FOOTPRINT OF THE ARMY NATIONAL GUARD

FY 2016 - Summary

TOTAL FACILITY FOOTPRINT

171.8 M Square Feet of Buildings
2.0 M Acres
$46.5 B Plant Replacement

11/9/2015 ARNG-ILI-E

* Note: Inset maps not to scale.

WA
MT
ND
MN
OR
ID
SD
WI
MI
NY
VT
NH
ME
MA
RI
CT
WY
NE
IA
PA
NJ
OH
IN
IL
NV
UT
CO
KS
MO
WV
VA
DE
MD
DC
CA
KY
OK
TN
NC
AZ
NM
AR
SC
TX
MS
AL
GA
LA
FL
AK
GU
HI
PR
VI

2,512 Communities

- 2,374 Readiness Reserve Centers Buildings
- 826 Ground / Vehicle Maintenance Buildings
- **110 Training Centers**
- 2,305 Training

As of October 2015

ARNG Footprint – FY 2016

As of 9 October 2015

ARNG REAL PROPERTY INVENTORY SUMMARY

NUMBER OF LAND PARCELS = 3,237
NUMBER OF BUILDINGS = 25,377
NUMBER OF STRUCTURES = 68,589
NUMBER OF LINEAR STRUCTURES = 36,915

NUMBER OF READINESS CENTERS/ARMED FORCES RESERVE CENTERS = 2,374 = 68.7 MILLION SF

STATE OWNED = 1,989 = 55.4M SF
LEASED = 29 = 0.7M SF
ON ENCLAVE = 93 = 4.0M SF
ON TENANT SITES = 19 = 0.8M SF
LICENSED SITES WITH ARNG ACCOUNTABILITY = 244 = 7.8M SF

OTHER BUILDINGS BY MISSION*

TRAINING BUILDINGS = 2,305 = 8.2M SF
GROUND VEHICLE MAINT BUILDINGS = 826 = 12.2M SF
AVIATION SUPPORT BUILDINGS = 298 = 9.0M SF
BARRACKS = 2,941 = 15.3M SF
DINING BUILDINGS = 487 = 2.6M SF
ADMIN BUILDINGS = 2,141 = 11.5M SF
WAREHOUSE STORAGE BUILDINGS = 4,185 = 19.6M SF

SITES = 2,969

ACTIVE ARNG SITES = 2,798
ENCLAVE SITES = 139
AFRC TENANT = 32

NUMBER OF DIFFERENT:

COMMUNITIES = 2,512
TRAINING CENTERS = 110
FIRING RANGES = 1,407

LAND ACRES = 2.0 MILLION

STATE OWNED = 1.5 MILLION
DOD OWNED = 0.5 MILLION

BUILDING SQUARE FEET = 171.8 MILLION

100% FED SUPPORT = 88.0M SF
75% FED/25% STATE SPT = 11.5M SF
50% FED/50% STATE SPT = 61.5M SF
100% STATE SUPPORT = 10.8M SF

PLANT REPLACEMENT VALUE (PRV)

TOTAL VALUE = 46.5 BILLION
BUILDING PRV = 35.2 BILLION

ARMY NATIONAL GUARD FACILITIES SUPPORT STATIONING THE FORCE!

*Other ARNG Buildings by Mission – FY201

As of 9 October 2015

TRAINING BUILDINGS = 2,305 = 8.2M SF

GENERAL INSTRUCTION BUILDINGS = 603 = 4.2M SF
- RTI BUILDINGS = 1.9M SF
- YOUTH CHALLENGE = 0.4M SF
- OTHER GENERAL INSTRUCTION = 1.9M SF

SIMULATION FACILITIES = 261 = 1.5M SF
APPLIED INSTRUCTIONAL = 1,441 = 2.5M SF

GROUND VEHICLE MAINTENANCE BUILDINGS 826 = 12.2M SF

FMS & UTES BUILDINGS = 664 = 6.2M SF
CSMS & MATES BUILDINGS = 162 = 6.0M SF

AVIATION SUPPORT BUILDINGS = 298 = 9.0M SF

AVIATION STORAGE = 4 = 24K SF
TASMG, AVCRAD & AVIATION HANGAR = 246 = 8.3M SF
AVIATION FLIGHT OPERATIONS = 48 = 0.7M SF

BARRACKS = 2,941 = 15.3M SF

PERMANENT = 141 = 2.3M SF
TRANSIENT = 2,800 = 13.0M SF

DINING BUILDINGS = 484 = 2.6M SF

PERMANENT = 95 = 0.7M SF
TRANSIENT = 389 = 1.9M SF

ADMIN SQUARE FEET = 2,141 = 11.5M SF

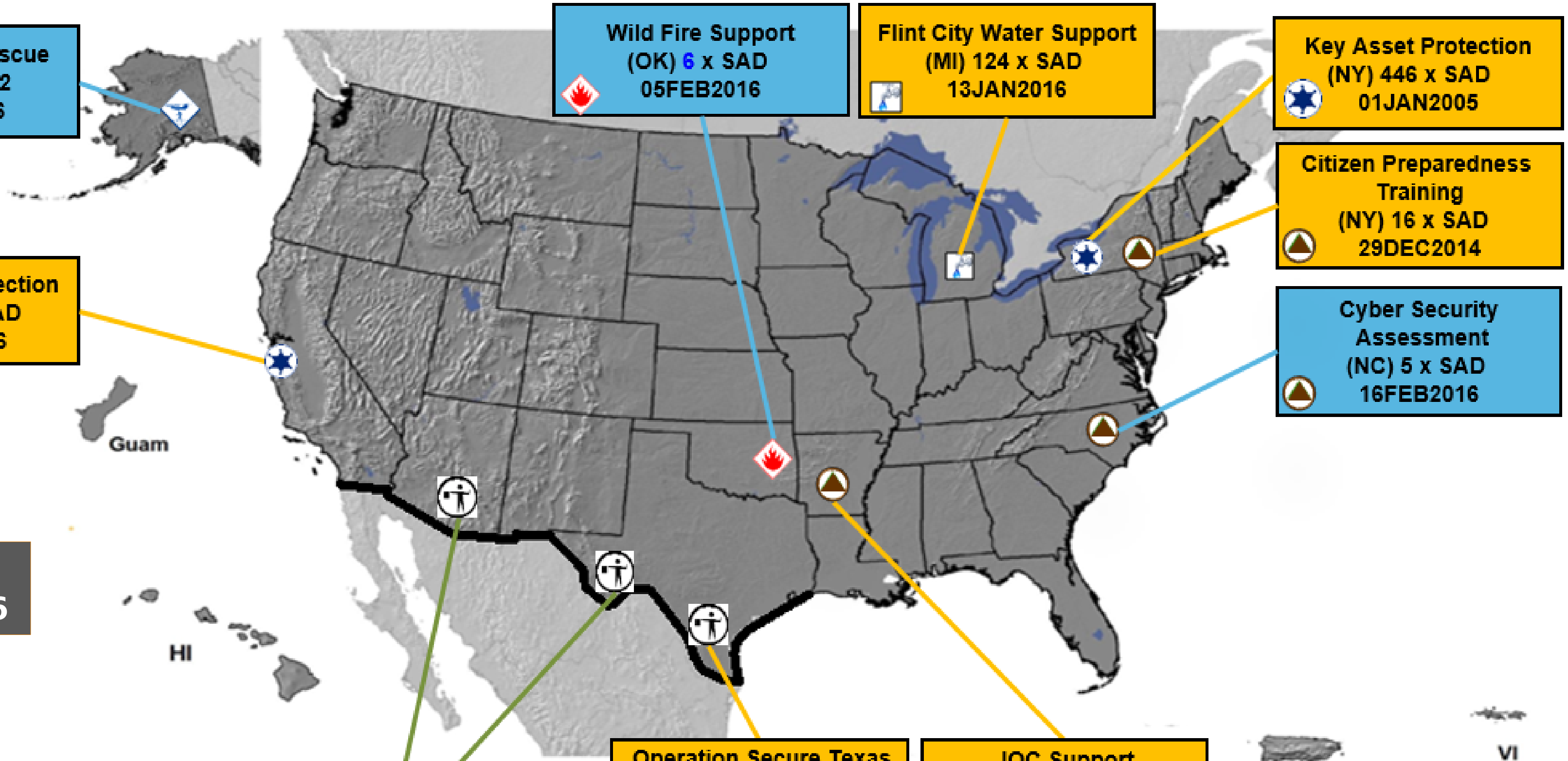
FEDERAL = 919 = 4.8M SF
STATE = 955 = 6.2M SF
LEASED = 265 = 0.5M SF
OTHER = 2 = 1.5K SF

WAREHOUSE SQUARE FEET = 4,185 = 19.6M SF

FEDERAL = 1,198 = 6.4MSF
STATE = 2,980 = 13.1M SF
LEASED = 7 = 39K SF

ARMY NATIONAL GUARD FACILITIES SUPPORT STATIONING THE FORCE!

Domestic Operations



Search and Rescue
(AK) 0 x T-32
21FEB2016

Wild Fire Support
(OK) 6 x SAD
05FEB2016

Flint City Water Support
(MI) 124 x SAD
13JAN2016

Key Asset Protection
(NY) 446 x SAD
01JAN2005

Citizen Preparedness Training
(NY) 16 x SAD
29DEC2014

Key Asset Protection
(CA) 39 x SAD
01OCT2006

Cyber Security Assessment
(NC) 5 x SAD
16FEB2016

As of 24 FEB 2016

Operation Secure Texas
(TX) 206 x SAD
21JUL2014

JOC Support
(AR) 3 x SAD
1JAN2015

LEGEND	
✷	Key Asset Protection
ⓘ	Consequence Management
▲	Special Event Support
◇	Search and Rescue
🚰	Water Support
🔥	Fires
▬	SWB Operations

SWB Operations
(AZ) = 26
(TX) = 40
Total = 66 x 502(f)

Counter Drug
Total = 1141 x 502(f)

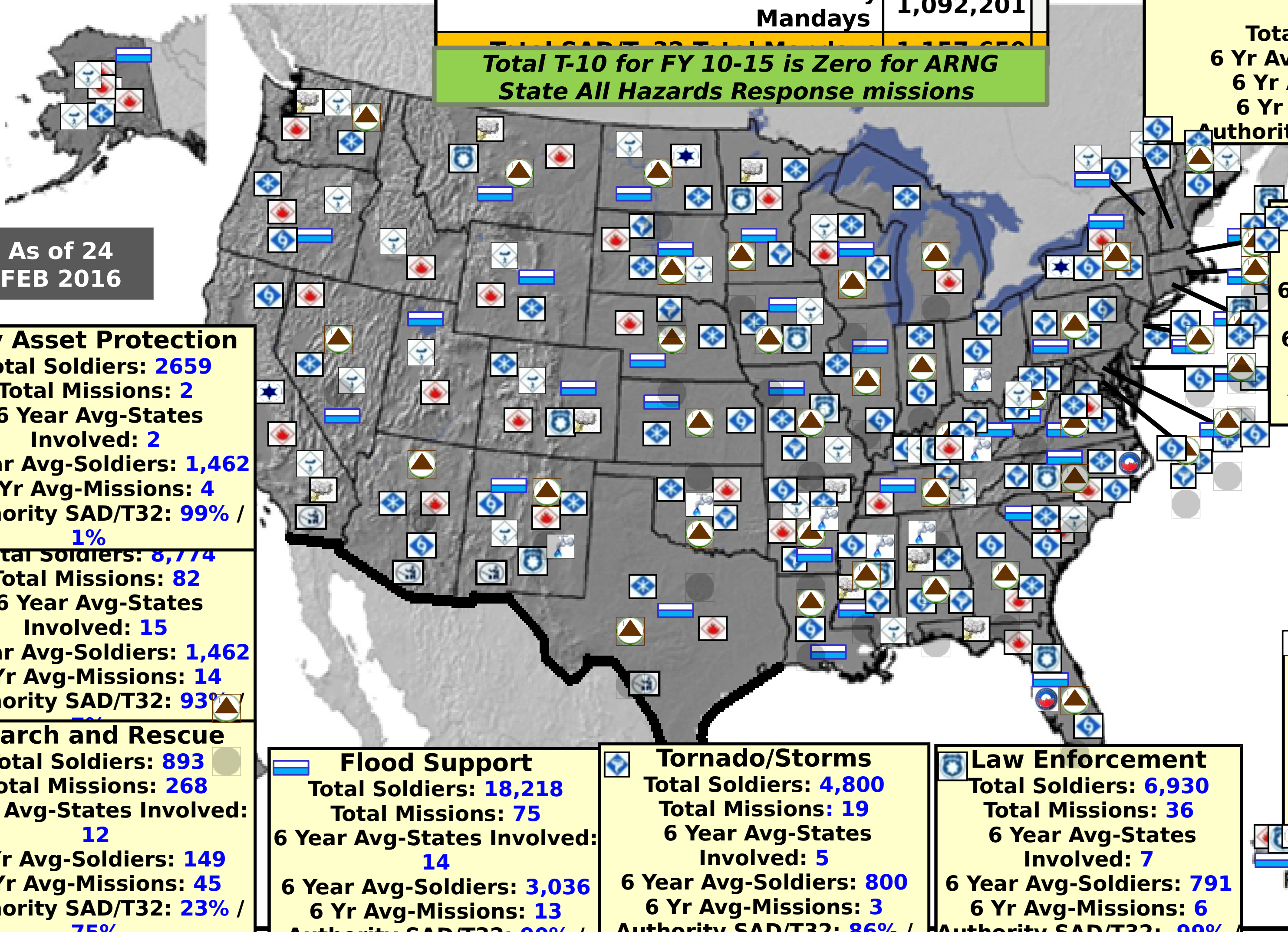
	TYPE	SAD	T-32(State)	502f (1)	502f (2)	T-10	TOTAL
🟦	SHORT DURATION	11	0	0	0	0	11
🟨	LONG DURATION	834	0	0	0	0	834
🟩	SOUTHWEST BORDER	0	0	0	66	0	66
🟥	COUNTER DRUG	0	0	0	1141	0	1141
TOTAL ARNG PERSONNEL BY STATUS		845	0	0	1207	0	2052

All Hazards Response (FY10-15)

Total ARNG Title 32 Mandays	**65,449**
Total ARNG State Active Duty Mandays	**1,092,201**

Total T-10 for FY 10-15 is Zero for ARNG State All Hazards Response missions

As of 24 FEB 2016



Hurricane/ Tropical Storm Support
Total Soldiers: 42,276
6 Yr Avg-States Involved: 15
6 Yr Avg-Soldiers: 7,046
6 Yr Avg-Missions: 6.2
Authority SAD/T32: 86% / 14%

Winter Storm Response
Total Soldiers: 24,896
Total Missions: 100
6 Year Avg-States Involved: 19
6 Year Avg-Soldiers: 4,149
6 Yr Avg-Missions: 17
Authority SAD/T32: 82% /

ey Asset Protection
Total Soldiers: 2659
Total Missions: 2
6 Year Avg-States Involved: 2
6 Year Avg-Soldiers: 1,462
6 Yr Avg-Missions: 4
Authority SAD/T32: 99% / 1%

Total Soldiers: 8,774
Total Missions: 82
6 Year Avg-States Involved: 15
6 Year Avg-Soldiers: 1,462
6 Yr Avg-Missions: 14
Authority SAD/T32: 93%

Severe Weather
Total Soldiers: 4,870
Total Missions: 15
6 Year Avg-States Involved: 3
6 Year Avg-Soldiers: 812
6 Yr Avg-Missions: 3
Authority SAD/T32: 88% / 12%

Water Support
Total Soldiers: 21
Total Missions: 8
6 Year Avg-States Involved: 5
6 Year Avg-Soldiers: 5
6 Yr Avg-Missions: 7.4
Authority SAD/T32: 90% / 10%

Search and Rescue
Total Soldiers: 893
Total Missions: 268
6 Yr Avg-States Involved: 12
6 Yr Avg-Soldiers: 149
6 Yr Avg-Missions: 45
Authority SAD/T32: 23% / 75%
502(f):2%

Flood Support
Total Soldiers: 18,218
Total Missions: 75
6 Year Avg-States Involved: 14
6 Year Avg-Soldiers: 3,036
6 Yr Avg-Missions: 13
Authority SAD/T32: 90% / 10%

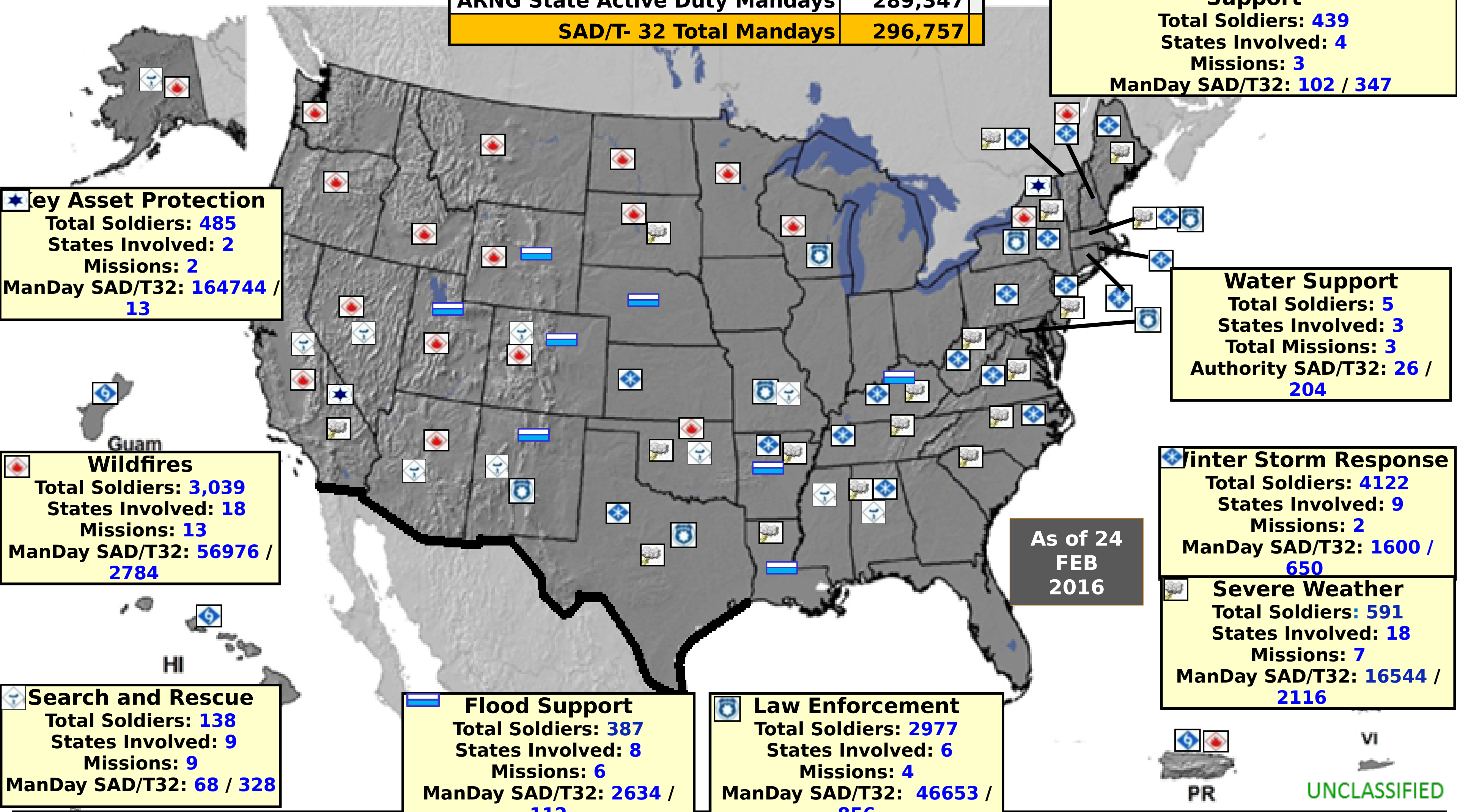
Tornado/Storms
Total Soldiers: 4,800
Total Missions: 19
6 Year Avg-States Involved: 5
6 Year Avg-Soldiers: 800
6 Yr Avg-Missions: 3
Authority SAD/T32: 86% / 14%

Law Enforcement
Total Soldiers: 6,930
Total Missions: 36
6 Year Avg-States Involved: 7
6 Year Avg-Soldiers: 791
6 Yr Avg-Missions: 6
Authority SAD/T32: 99% / 1%

								Law Enf Spt	Storm Spt
DCO / DCE	IAC Info Analyst Ctr	UNGA-67	Key Asset / VIP Prot	FST Fwd Spt Tm	Air Surveillance Radar	Civil Spt Tm	EN Spt	Multi-Sensor	
CD Counterdrug Ops	Winter Strm Spt	Hurricane Spt	Special Event	TNG Tng Spt	Avn FLIR / Recon	Earthquake	RNC/DNC	EOD	

All Hazards Response (FY 15)

ARNG Title 32 Mandays	7,410
ARNG State Active Duty Mandays	289,347
SAD/T- 32 Total Mandays	296,757



Hurricane/ Tropical Storm Support
Total Soldiers: 439
States Involved: 4
Missions: 3
ManDay SAD/T32: 102 / 347

ey Asset Protection
Total Soldiers: 485
States Involved: 2
Missions: 2
ManDay SAD/T32: 164744 / 13

Water Support
Total Soldiers: 5
States Involved: 3
Total Missions: 3
Authority SAD/T32: 26 / 204

Wildfires
Total Soldiers: 3,039
States Involved: 18
Missions: 13
ManDay SAD/T32: 56976 / 2784

inter Storm Response
Total Soldiers: 4122
States Involved: 9
Missions: 2
ManDay SAD/T32: 1600 / 650

As of 24 FEB 2016

Severe Weather
Total Soldiers: 591
States Involved: 18
Missions: 7
ManDay SAD/T32: 16544 / 2116

Search and Rescue
Total Soldiers: 138
States Involved: 9
Missions: 9
ManDay SAD/T32: 68 / 328

Flood Support
Total Soldiers: 387
States Involved: 8
Missions: 6
ManDay SAD/T32: 2634 / 112

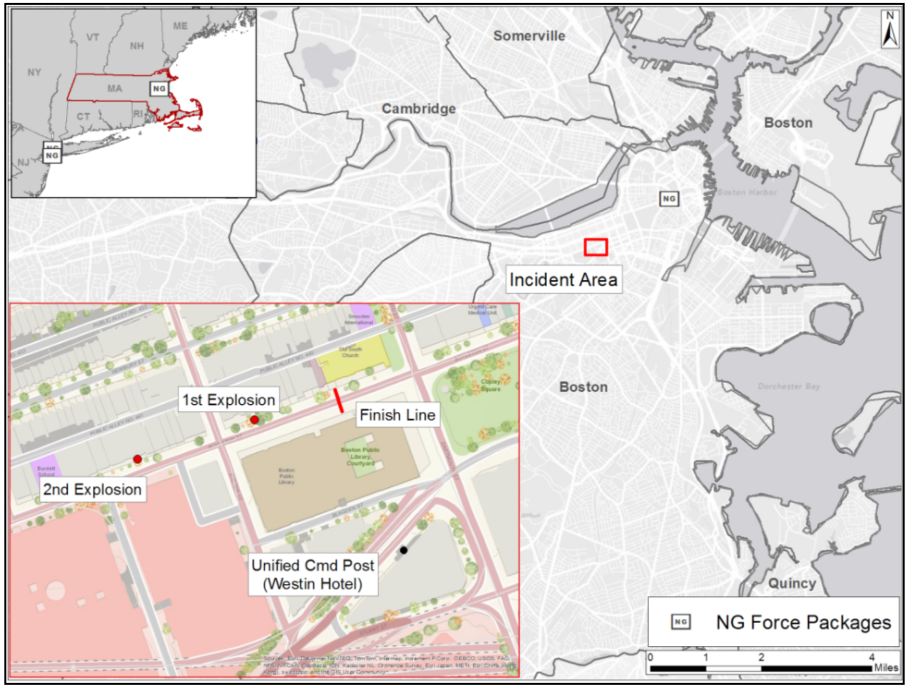
Law Enforcement
Total Soldiers: 2977
States Involved: 6
Missions: 4
ManDay SAD/T32: 46653 / 856

UNCLASSIFIED

Border Security	Flood Support	ARNORTH / JFLCC	Wildfire Spt	Search and Rescue	Tornado Spt	Consequence Mgt	Law Enf Spt	Storm Spt
DCO / DCE	Info Analyst Ctr	UNGA-67	Key Asset / VIP Prot	Fwd Spt Tm	Air Surveillance Radar	Civil Spt Tm	EN Spt	Multi-Sensor
Counterdrug Ops	Winter Strm Spt	Hurricane Spt	UAV / UAS	Tng Spt	Avn FLIR / Recon	Earthquake	RNC/DNC	EOD

Boston Marathon Terror Attack: Response & Escalation

- Annual requirement for the Massachusetts National Guard
- Initial support to Marathon of 250 National Guard was primarily State Active Duty & Title 32
- Support surged to 1,247 responding, in both State Active Duty status and Title 32
- Included Civil Support Teams from NH & RI


VT
NH
ME
NY
MA
CT
RI
NJ
NG
Somerville
Cambridge
Boston
Incident Area
1st Explosion
Finish Line
2nd Explosion
Unified Cmd Post (Westin Hotel)
Boston
Quincy
NG Force Packages
0
1
2
4
Miles
N

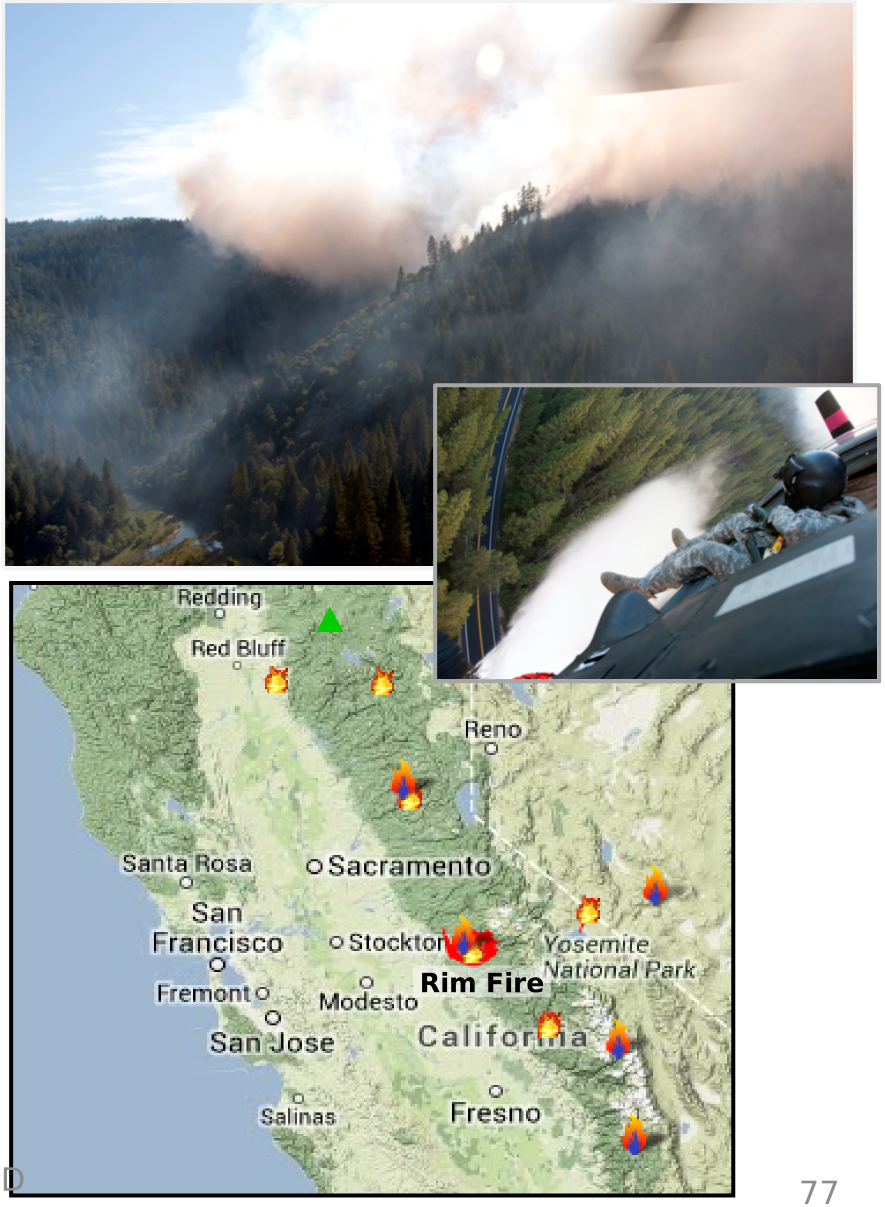
California Rim Fire Support

- The Rim fire was the most devastating in California. history; more than 400 sq. miles burned.

- Conducted 3 Traffic Control Points and over 10 separate wildfire support operations.
  - 491 flight hrs; 1,878 personnel moved; 51,000 lbs of cargo; 862,000 gallons of water dropped.

- Equipment used included 10 x UH & HH 60s, 1 x CH47, 9 HMMWVs, 5 HEMMTs, 4 x CJ-130J (MAFFS)

- Unmanned Aerial Vehicles: 5x Aircraft used, 159.4 flight hours. Provided real time images of the fires enabling the incident commander enough reaction time to mitigate and employ an effective response plan


Redding
Red Bluff
Reno
Santa Rosa
Sacramento
San Francisco
Stockton
Yosemite National Park
Fremont
Modesto
Rim Fire
San Jose
California
Salinas
Fresno

National Guard Elements of CBRN Enterprise

- **National Guard forces are the *First Military Responders* of the CBRNE Enterprise**
- **Provide immediate life saving capabilities and leverage existing relationships with local officials**
- **Integrate seamlessly with follow on Federal Forces**

Weapons of Mass Destruction Civil Support Team (WMD-CST)

57 units, 1 per state/territory

(CA, NY and FL each have 2CSTs)

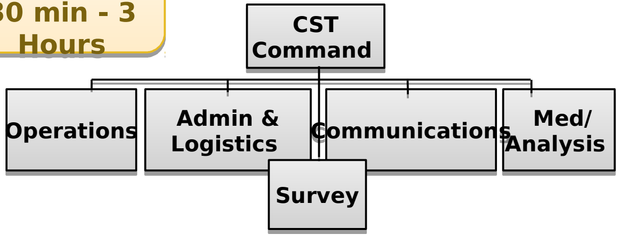
22 personnel each; stand-alone force structure with specialized training and equipment

Detection, ID, Analyze

Monitor

Advise

Employs in 30 min - 3 Hours


CST Command
Operations
Admin & Logistics
Communications
Med/ Analysis
Survey

Chemical, Biological, Radiological, Nuclear (CBRN) Enhanced Response Force Package (CERFP)

17 CERFPs, regionally distributed

186 personnel each; drawn from existing MTOE structure, with some additional training and equipment

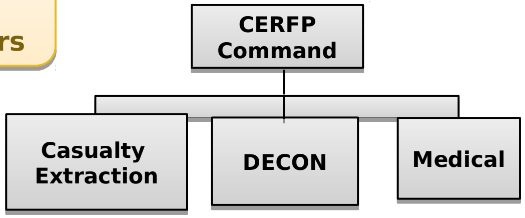
Emergency Med

Search & Extraction

Command & Control

DECON

Employs in 3-6 Hours


CERFP Command
Casualty Extraction
DECON
Medical

Homeland Response Force (HRF)

10 HRFs, distributed 1 per FEMA R

566 personnel each; drawn from existing MTOE structure, with some additional training and equipment

Security

CBRNE Assessment

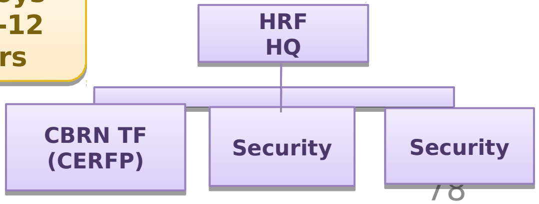
Emergency Med

Search & Extraction

Command & Control

DECON

Employs in 6-12 Hours


HRF HQ
CBRN TF (CERFP)
Security
Security

Chemical, Biological, Radiological, Nuclear (CBRNE) Response Enterprise

Title-32

State Response 55%

Title-10

Federal Response 45%

Follow-on

As of June 2016

Total Force
10,373

Total Force
~8,200

National Guard Weapons of Mass Destruction Civil Support Team

WMD-CST
(57 teams)
1254 personnel

22 personnel
- Detection
- Identification

National Guard CBRNE Enhanced Response Force Package

CERFP
(17 units)
3349 personnel

- 197 personnel
- Search/Rescue
- Decontamination
- Emergency Med
- FSRT

National Guard Homeland Response Force

HRF
(10 units)
5770 personnel

- 577 personnel
- Search/Rescue
- Decontamination
- Emergency Med
- CASE
- Logistic Support
- C2
- FSRT

Defense CBRNE Response Force

DCRF 1
5200 personnel

- CBRN Assessment
- Search/Rescue
- Decontamination
- Emergency Med
- Security
- Logistics Support
- C2
- FP1 - 2000 personnel, 24hrs
- FP 2/3 - 3200 personnel, 48 hrs

C2CREs A/B
1500 personnel each , 72-96 hrs
3000 personnel total

Follow-on General Purpose Forces

-Aviation
-Security
-Medical
-Logistics

90 min. – 3 hrs **3-6 hrs** **6-12 hrs**

Diversity

“Diversity and inclusion maximizes the potential of all employees. We must optimize the skill sets of everyone. We best do that by capitalizing on a strategy that unleashes the full potential of our entire workforce.”

- Gen. Frank J. Grass
Chief, National Guard Bureau

Woven into the fabric of our nation’s com

ARNG Diversity: Goal and Mission

Line of effort: **Leader Development**

(Competent Leaders of Character)

Line of action 1: Train and educate

Line of action 2: Outreach and recruitment

Line of action 3: Retain Soldiers with a range of experiences/backgrounds

Line of effort: **Resilient Community**

(Influence command and EO climate)

Line of action 1: Collect data

Line of action 2: Analyze trends

Line of action 3: Review and influence policy

GOAL: Shape the composition of the future ARNG

ARNG Diversity Office

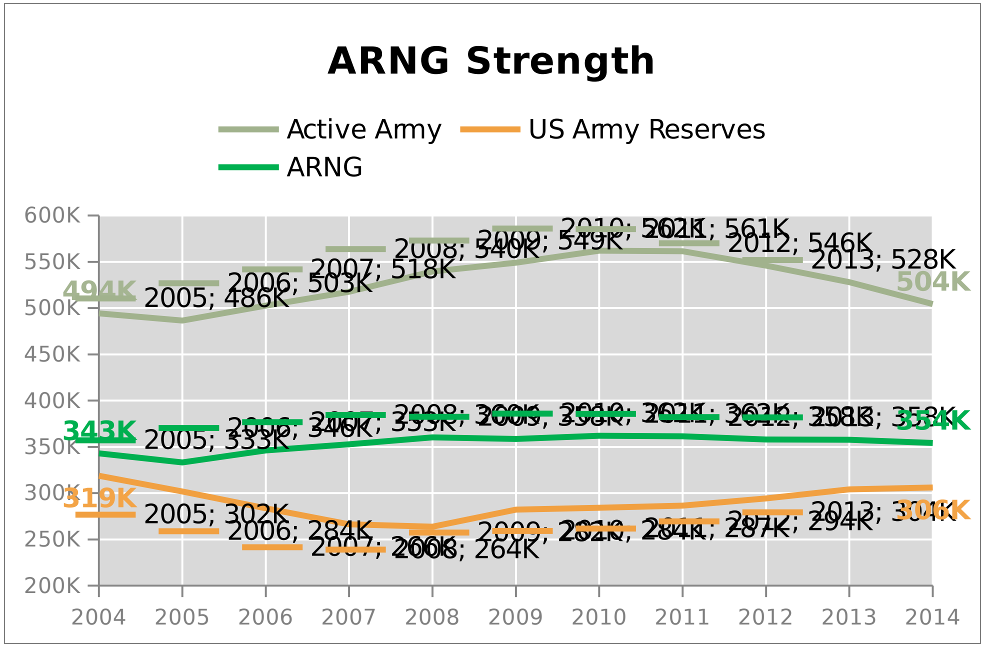
Mission:

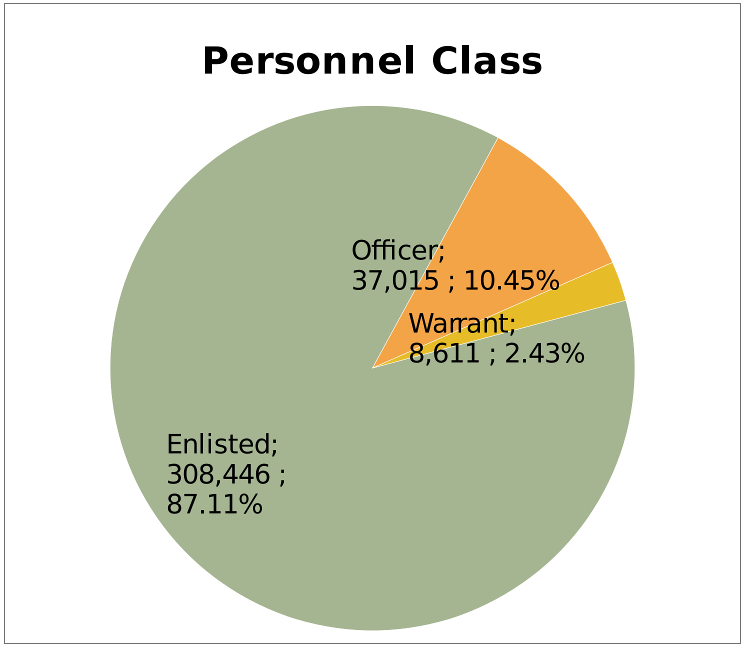
Develop and influence policies and programs to promote and sustain a diverse Army National Guard to meet future domestic and global missions.

Vision:

he ARNG will reflect the fabric of our Nation’s communities, States, Territories and the District of Columbia. Leaders and commanders will embrace the value of a diverse workforce as a critical element to mission success. The ARNG will be composed of a diversity of races, educational and cultural backgrounds, and professional skill sets. Both men and women will enjoy equal ability to advance and

ARNG FY14 Personnel Snapshot


ARNG Strength

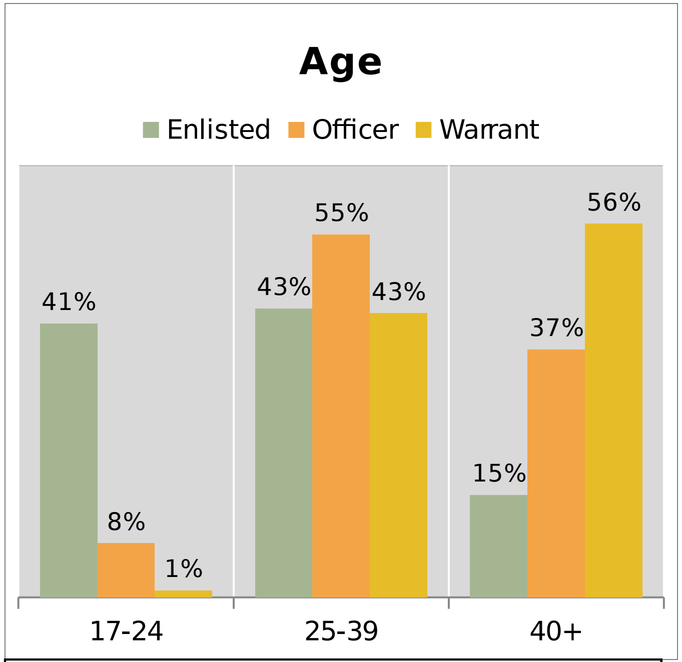

Personnel Class

ARNG Status

Active Guard Reserve	31,269	9%
Title 10	*2,079*	*7%*
Title 32	*29,190*	*93%*
Military Technician	26,955	8%
M-Day	295,848	84%

UNCLASSIFIED

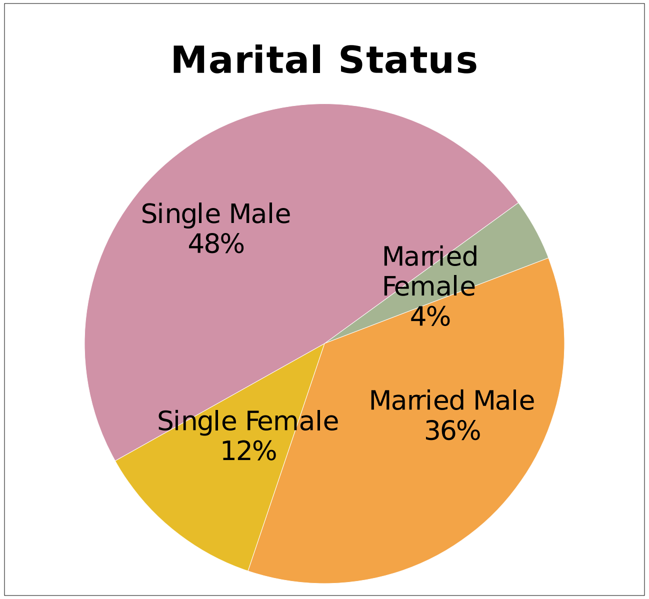
ARNG FY14 Age, Education and Family

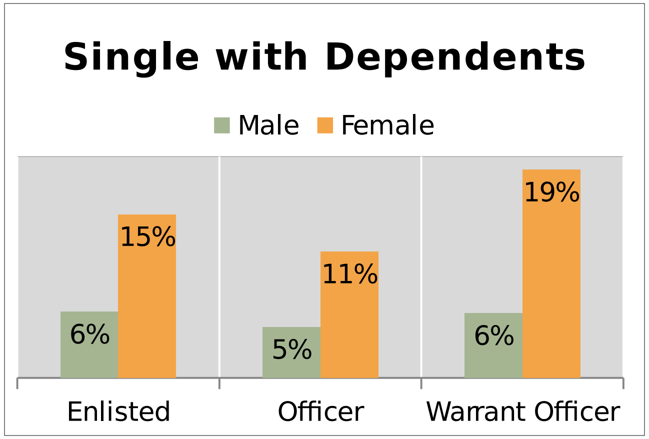


Highest Education Attained

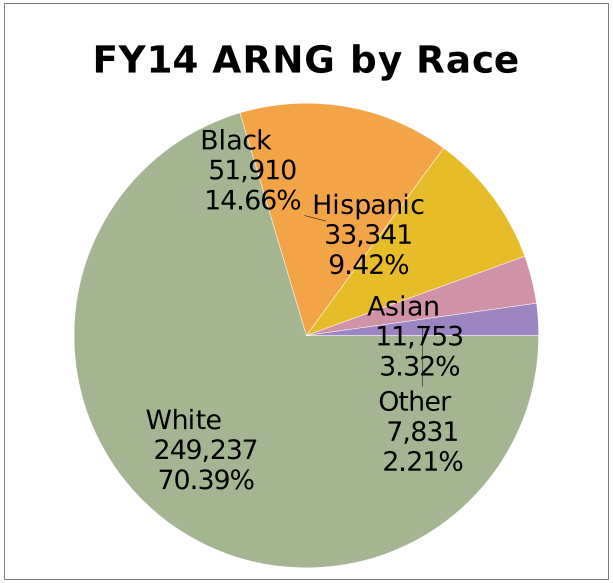
	Enlisted	Officer	Warrant
Less than HSD*	3%	x	x
GED	8%	x	2%
HSD*	59%	x	25%
Some College	18%	3%	26%
AA/BA	11%	69%	41%
Advanced Degree	1%	29%	7%

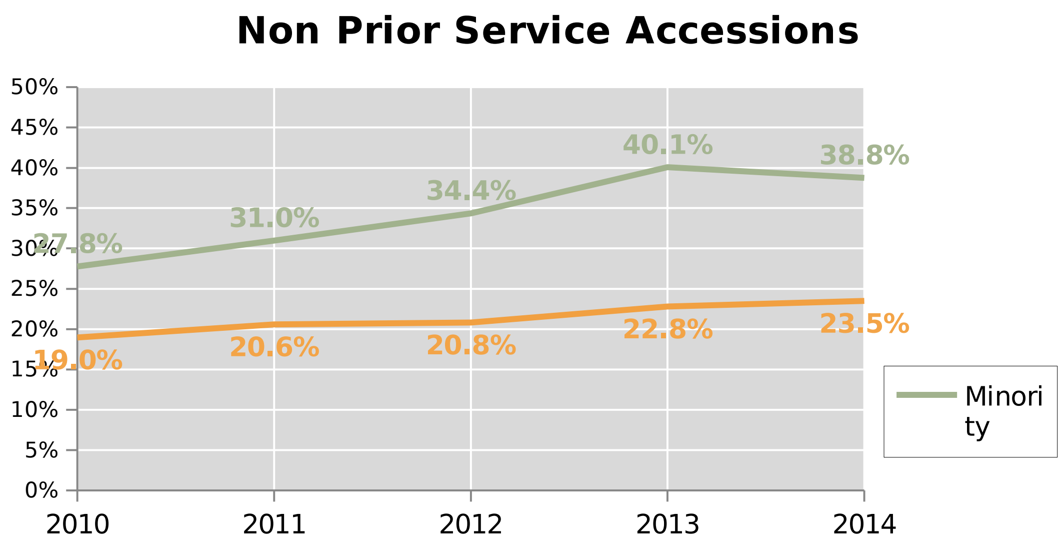
* High School Degree

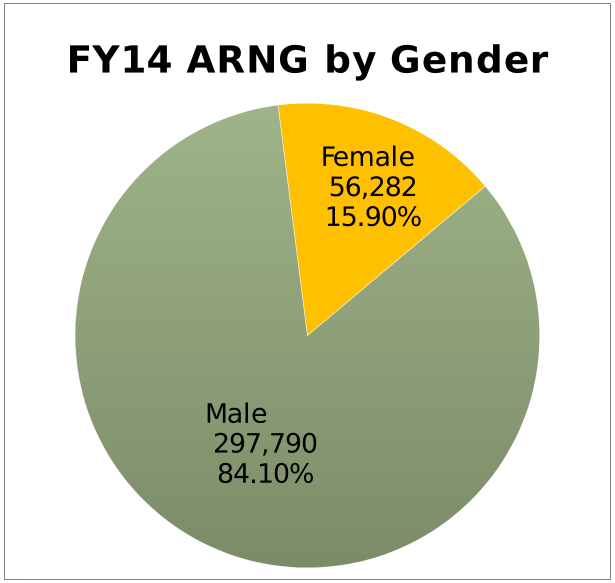




ARNG FY14 Race and Gender

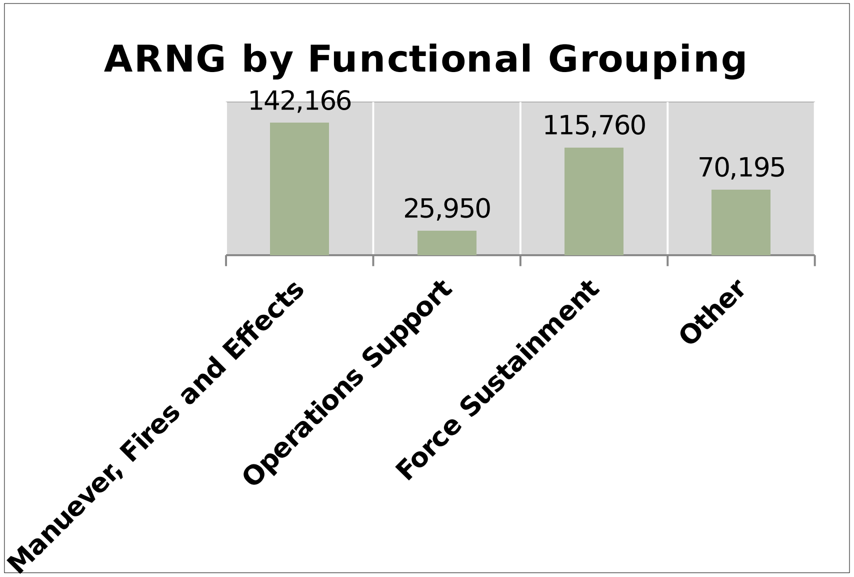

FY14 ARNG by Race


Non Prior Service Accessions

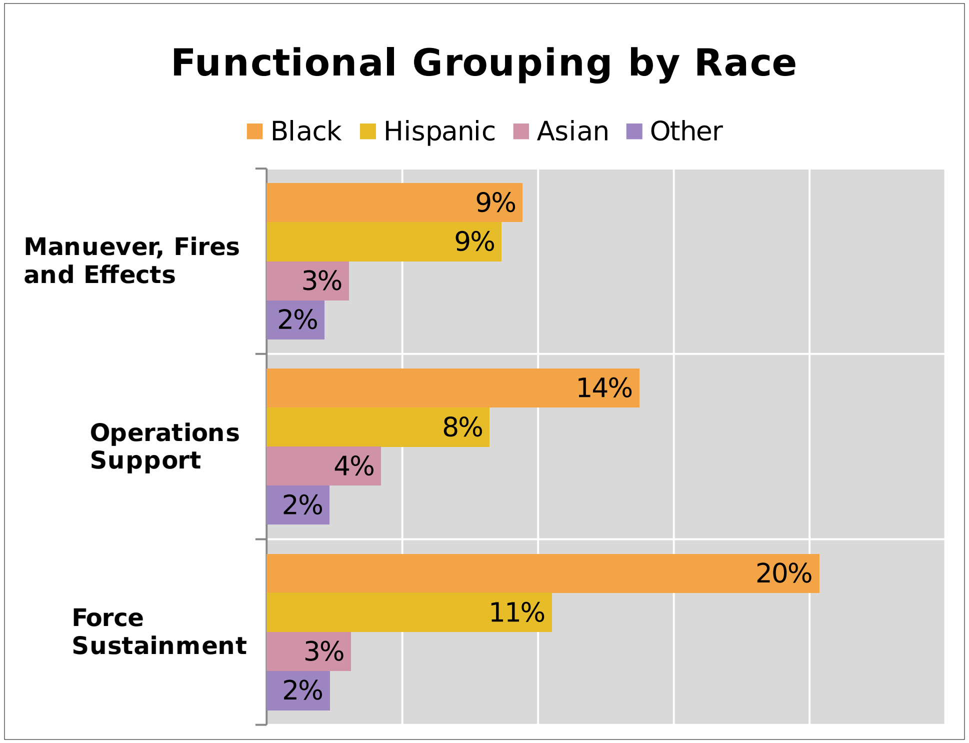

FY14 ARNG by Gender

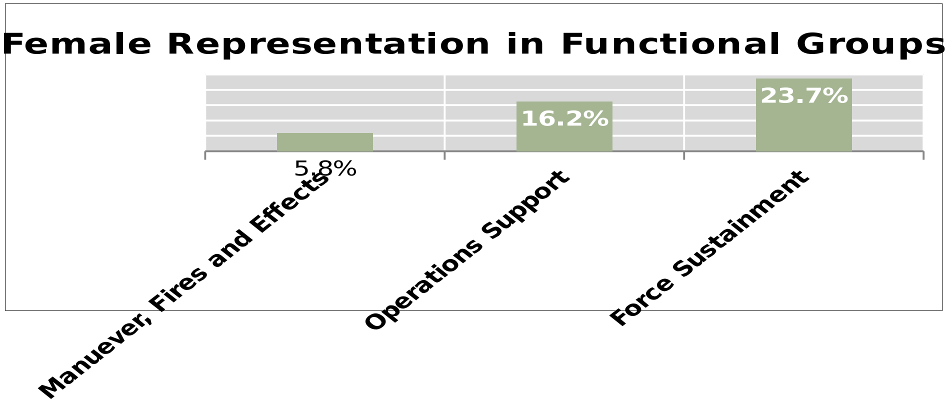
FY 14 Non-Prior Service Accessions		
Male	29,493	76.5%
Female	9,056	23.5%
Total	38,549	
Minority	14,941	38.8%
White	23,608	61.2%
Black	8,407	21.8%
Hispanic	4,454	11.6%
Asian	1,381	3.6%
Other	699	1.8%

ARNG FY14 Functional Grouping



Categorizations from DA PAM 600-3 using Soldier's Primary MOS. "Other" grouping includes Health Services, JAG, Chaplains, and MOS Immaterial.




Female Representation in Functional Groups
5.8%
16.2%
23.7%
Manuever, Fires and Effects
Operations Support
Force Sustainment

Families / Resilience

A Focus on Soldiers and Those Who Sacrifice

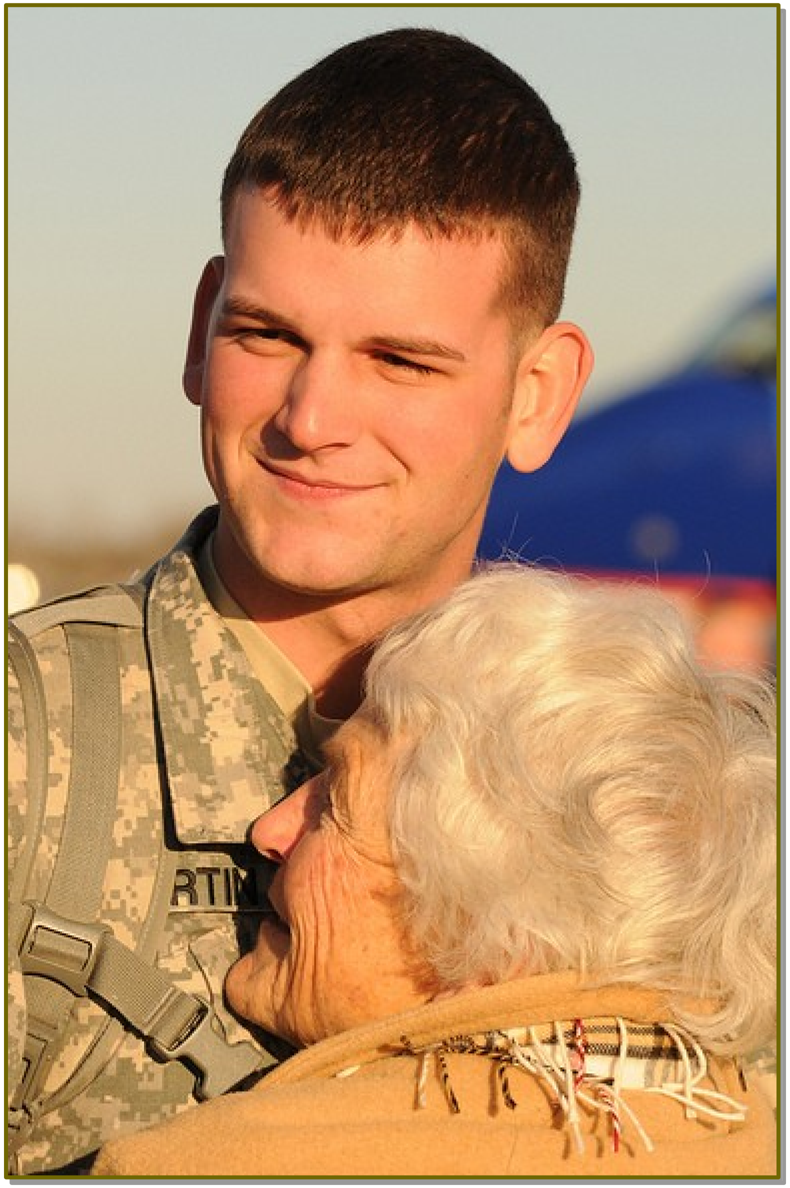
ARNG Soldier & Family Support

ARNG Resilience, Risk Reduction & Suicide Prevention

- Programs focused on ARNG Soldier and Family readiness
- Develop resilient Soldiers and Families through a wide array of resourced, accessible and effective programs
- Built upon the five pillars of Comprehensive Soldier and Family Fitness—Emotional, Family, Physical, Social and Spiritual Fitness
- Promote resilience in ARNG Soldiers and Families
- Develop leaders who can recognize high stress or risk factors in our ranks

ARNG Resilience

- **Comprehensive Soldier and Family Fitness (CSF2)**
  - Provides all Army community members with the skills to cope with adversity
  - Participants learn to thrive in the face of prolonged warfare and everyday challenges of Army life
- **State Resilience Coordinator (RC)**
  - Serves as the single point of contact between the ARNG Resilience Section (ARNG-HRS-R) and the state/territory JFHQ leadership.
  - Each state/territory's RC and applicable team of assistants:
    - Manages the Master Resilience Trainer (MRT) population and Resilience Trainer Assistant (RTA) training
    - Coordinates training within the state/territory
    - In FY14, ARNG funded ADOS RC positions in all 54 states/territories



ARNG Resilience Training

- **Master Resilience Trainers (MRTs)**
  - The ARNG operates two Master Resilience Training Centers (MRT-C).
  - Every company with an authorized command position or an authorized end strength of 100 Soldiers is required to have a trained MRT.
  - As of APR 2014, 2,121 of 3,328 ARNG companies have a trained MRT assigned. ARNG expects to train the additional 1,200 MRTs by the end of FY15.

- **Resilience Trainer Assistants (RTAs)**
  - RTAs assist MRTs with resilience training at the platoon level.
  - Desired ratio is 1 RTA per 30 Soldiers.
  - As of APR 2014, ARNG has 11,564 trained RTAs within the states and territories.
  - ARNG requires an additional 3,028 RTAs within 31 States/Territories.
  - ARNG can support RTA training courses in States to achieve the requirement.

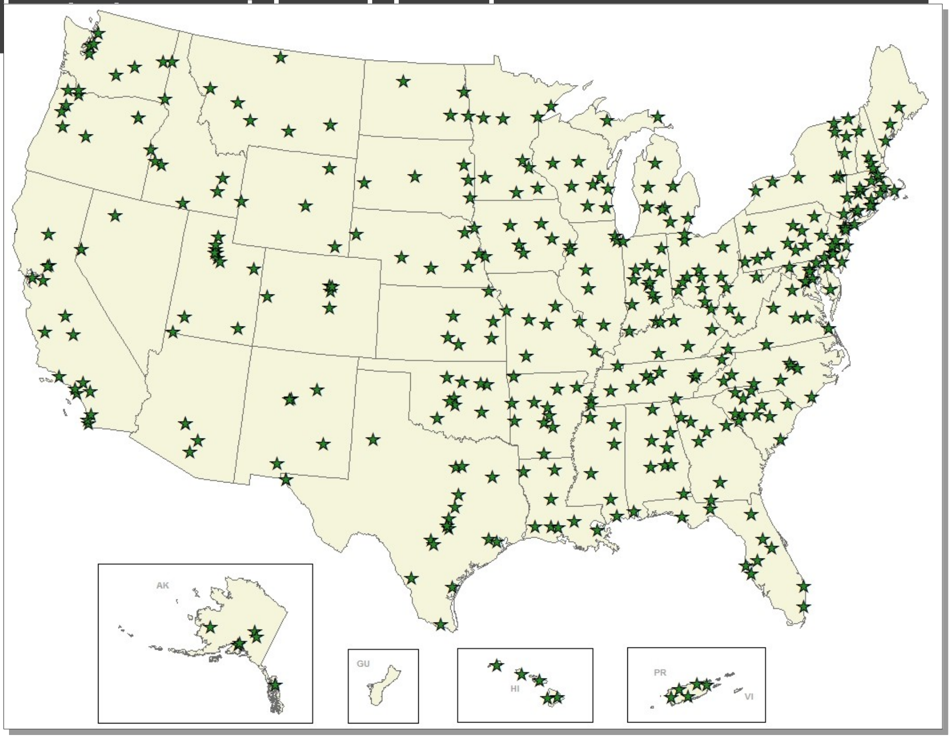
- **Recruit Sustainment Program (RSP)**
  - Resilience training is a standardized, mandatory component of RSP training nationwide.
  - Conducted during initial entry into RSP.

National Guard Family Assistance Centers

- Located in 396 unique communities with National Guard armories
- Build community capacity through partnership with and education of local community partners.
- National Guard FACs serve as one entry point for the Family Readiness System that includes the military and community service providers at the Joint Forces Headquarters and nationa

Family Assistance Centers

- JFHQ and Armory locations that are a "one-stop shop" for information and referral to federal, state and community resources available to assist Service members and Families
- Provide the following minimum essential services:
  - ID cards and Defense Enrollment Eligibility Reporting System (DEERS) enrollment,
  - TRICARE and military medical benefits information and referral
  - Emergency financial assistance information, resource and referral
  - Legal information, resource and referral



Business Transformation

ONE OF AMERICA'S LARGEST INDUSTRIAL INSTRUMENTATION AND ELECTRICAL CONTRACTORS
• Refining
• Petrochemicals
• Power
• Pulp and Paper
NATIONALLY HONORED FOR

Success Through Integrated Management

Business Transformation (ARNG-SPB)

Chief, Bus Trans Div
ARNG-SPB

MS WANDA THURMAN

Performance Assessment
MAJ Adrian Schnobrich
MAJ John Granville
MAJ Barbara King

Senior Analyst
Dr. Mickey Mayland
Dr. James Foot

Performance & Knowledge Management
Mrs. Evans-Godbolt

Business Transformation NCO
MSG Donna Laverty

Operations Specialist
Ms. Jasmine Bull

Continuous Process Improvement
Mr. Christopher Biggs
Ms. Karen Vidal

Major Activities & Responsibilities

HQDA OBT AR 5-1 Integrated Management System (IMS)

- Sustain and Enhance Business Operations for the Army National Guard by delivering the Integrated Management System. Army Communities of Excellence (ACOE) program management

Organizational Assessment

- Utilizing a National criteria

Planning (Business Operations)

- Improving organizational effectiveness and efficiencies through planning Business Operations

Performance Management

- Document, manage, and report performance

Continuous Process Improvement

- Problem Solvers improving efficiencies in organizational manpower, processes, material and services

2 and 3-Star Army Business Council (ABC)

- DARNG is a voting member of HQDA ABC which manages and governs Army business operations/systems

Resourceful, Energetic, Dedicated, Innovative (REDI) Employee Recognition Program

- DARNG's Employee Recognition program
- Program builds organizational mora eller rvice

VISION
2020

CAMPLAN
2016

ACCOUNTABILITY
OVERSIGHT

READY FORCES
LOE 2

Business Transformation

NDAA 2009 Public Law 110-417 – directed each military department to establish an Office of Business Transformation based on three key objectives:

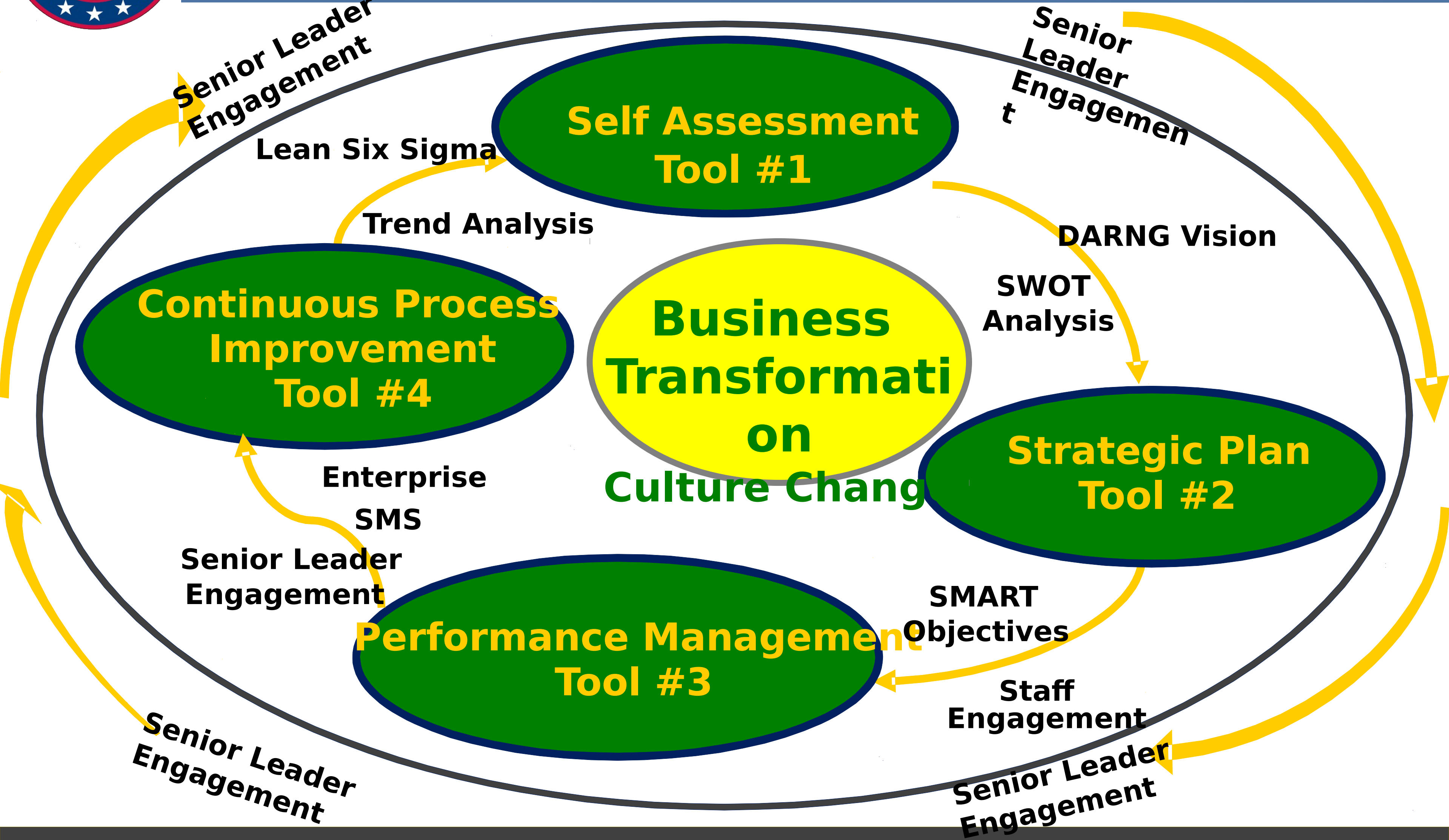
- **Execute Laws/Regulations/Policies** established by Congress, OMB, Office of Secretary of Defense and Department of the Army
- **Develop business transformation plan** with measurable performance goals and objectives, to achieve an integrated management system
- **Foster enterprise-wide business systems architecture** and transition plan encompassing end-to-end (E2E) business process

MISSION:

Enable States, Territories, and the District of Columbia Senior Leaders to transform business operations and improve readiness by implementing and improving their Integrated Management Systems (IMS):

- **Organizational self-assessment**
- **Strategic Planning & Execution**
- **Continuous Process Improvement**
- **Strategic Management System (SMS)**

Integrated Management System



Senior Leader Engagement

Lean Six Sigma

Self Assessment Tool #1

Senior Leader Engagement

Trend Analysis

DARNG Vision

SWOT Analysis

Continuous Process Improvement Tool #4

Business Transformation Culture Chang

Strategic Plan Tool #2

Enterprise

SMS

Senior Leader Engagement

SMART Objectives

Performance Management Tool #3

Staff Engagement

Senior Leader Engagement

Senior Leader Engagement

A proven method for organizations to model

How Do We Get This Done

Business Transformation supports effective and efficient business operations to ensure the priorities of Director, Army Guard and the Adjutant’s General are achieved. This is accomplished through three strategic focus areas:

1. Institute an integrate
management system

2. Transform the culture

3. Identify and share best business practices with every level of the organization

Senior Leaders Drive Communities of Excellence

1. Leadership
    - Mission, Vision, Values
2. Strategic Planning
    - Plans to get us there
3. Customer Focus
    - Who we serve
4. Measurement, Analysis & Knowledge Management
    - How do we get the facts
5. Workforce Focus
    - Capability & Environment
6. Operations Focus
    - How we do business
7. Results
    - How well we did “it” – vs. our competitors

IMS delivers performance improvement / excellence

Questions

Backup slides

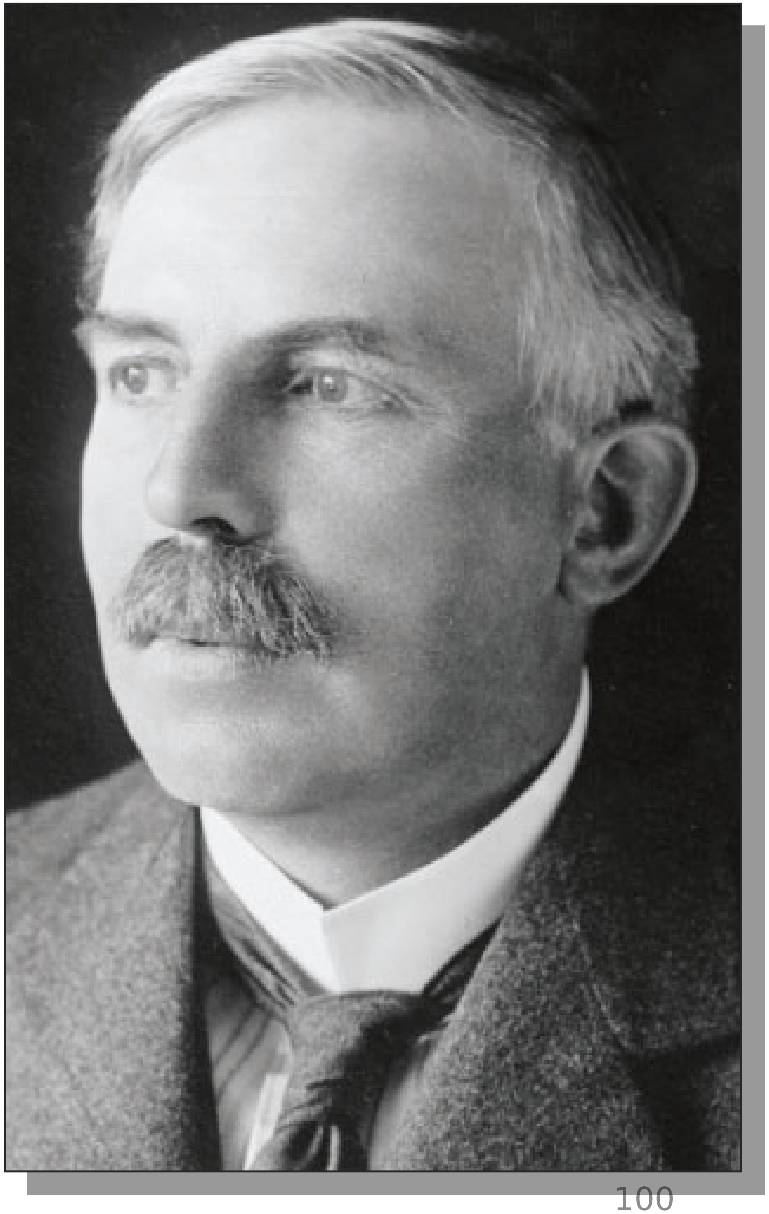
Guidance from a Visonary

“Gentlemen, we have run out

money –
t’s time
to start
hinking.”

- *Sir Ernest Rutherford*

Guidance From a Visionary



“Gentlemen, we have run out of money… it’s time to start thinking.”

- Sir Ernest Rutherford,
Nobel Prize in Chemistry

- Chemical element: Rutherfordium

National Guard Bureau Charter

Responsibilities and functions

NGB Charter 1

Responsibilities and functions (From DOD Directive 5105.77, dtd. 21 May 2008)

The Chief, NGB, shall:

1. Serve as the principal advisor to the Secretary of the Army, the Chief of Staff of the Army, Secretary of the Air Force, and the Chief of Staff of the Air Force, on matters relating to the National Guard.

2. Serve as an advisor to the Commanders of the Combatant Commands on National Guard matters pertaining to their combatant command missions and support planning and coordination for such activities as requested by the Chairman of the Joint Chiefs of Staff or the Commanders of the Combatant Commands.

3. Serve as the channel of communications on all matters pertaining to the National Guard between (1) the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and the DoD Components other than the Department of the Army and the Department of the Air Force, and (2) the States. The Chief, NGB, shall keep the

NGB Charter 2

4. Serve as the channel of communications on all matters pertaining to the National Guard, the Army National Guard of the United States and the Air National Guard of the United States between (1) the Department of the Army and the Department of the Air Force, and (2) the several States.

5. Consult with the Heads of the DoD Components and the OSD Principal Staff Assistants (PSAs) on National Guard matters as they pertain to the authorities and responsibilities of those officials as established by law or DoD policy.

6. Inform the Secretaries of the Army and the Air Force of all significant matters and all communications provided to others pertaining to their respective departments.

7. Direct the NGB and organize and manage its personnel and other resources to accomplish the responsibilities and functions, as prescribed in this Directive, while ensuring direct liaison between the NGB and the respective Service staffs.

8. Implement DoD, Department of the Army, and Department of the Air Force

NGB Charter 3

9. Prescribe the training discipline and training requirements for the Army National Guard and the Air National Guard, and the allocation of Federal funds for the training of the Army National Guard and the Air National Guard.

10. Ensure that units and members of the Army National Guard and the Air National Guard are trained by the States in accordance with approved policies and programs of the Secretaries of the Army and the Air Force.

11. As directed by the Secretary of Defense, or as directed by the Secretary of the Army or the Secretary of the Air Force, monitor and assist the States in the organization, maintenance, and operation of National Guard units so as to provide well-trained and well-equipped units capable of augmenting the active forces, and:

- Participate in Global Force Management, Force Employment, and Force Reset matters pertaining to domestic homeland defense and defense support of civil authorities and other matters impacting National Guard

NGB Charter 4

12. Plan, program, and administer the budgets of the Army National Guard of the United States and the Air National Guard of the United States.

13. Supervise the acquisition and supply of, and accountability of the States for, Federal property issued to the National Guard through the property and fiscal officers designated, detailed, or appointed under section 708 of title 32, United States Code (Reference (d)).

14. Grant and withdraw, in accordance with applicable laws and regulations, Federal recognition of units and officers of the National Guard.

15. Coordinate policies and programs for the employment and use of National Guard technicians under section 709 of Reference (d).

16. Supervise and administer the AC and RC program as it pertains to the National Guard in accordance with priorities established by the Army and Air Force Secretaries.

NGB Charter 5

17. Ensure that, in the performance of their duties, all officials and personnel of the NGB comply fully with applicable DoD, Department of the Army, and Department of the Air Force policies, issuances, publications, and legal opinions.

18. Ensure that appointments of all officials and personnel of the NGB comply with applicable Army and Air Force personnel and manpower policies.

19. Implement, as the NGB-responsible DoD official, as it applies to the National Guard, DoD Directive (DoDD) 5500.11 (Reference (e)), which implements Title VI of the Civil Rights Act of 1964.

20. Consistent with the policies of the Secretary of Defense and Chairman of the Joint Chiefs of Staff, administer such joint programs and functions as necessary to effectively integrate National Guard resources and capabilities into DoD joint functions. Consistent with the policies of the Secretary of Defense, the Secretaries of the Army and Air Force, and the Chairman of the Joint Chiefs of Staff, coordinate matters related to the several National Guard Joint Force Headquarters-State that affect the Department of Defense.

NGB Charter 6

21. As directed by the Secretary of Defense, or as directed by the Secretary of the Army or the Secretary of the Air Force, or the Chairman of the Joint Chiefs of Staff on behalf of the Secretary of Defense, facilitate and coordinate with the Heads of the DoD Components, other Federal agencies, and the several States, the use of National Guard personnel and resources for and in military operations, overseas and domestic. This includes but is not limited to:

- Facilitating and supporting, as appropriate, the training of members and units of the National Guard to meet State and other non-DoD requirements.

- Assisting the Secretary of Defense in facilitating and coordinating with other Federal agencies, the Adjutants General of the States, the United States Joint Forces Command (USJFCOM), USNORTHCOM, U.S. Southern Command (USSOUTHCOM), and U.S. Pacific Command (USPACOM) the use of National Guard personnel and resources for operations conducted under Reference (d) or in support of State missions. Such matters shall be coordinated with the Assistant Secretary of Defense for Homeland Defense and Americas’ Security Affairs (ASD(HD/ASA)), the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Army and the Air Force as they pertain to their respective Military Departments.

NGB Charter 7

21 (continued)

- In coordination with the supported Commanders of the Combatant Commands, supporting the development of operational concepts, capabilities, and plans for domestic operations that integrate considerations of the State use of National Guard forces in accordance with policy prescribed by the Chairman of the Joint Chiefs of Staff, the Secretaries of the Army and the Air Force, and the ASD(HD/ASA).

- Participating in Joint Staff capability-based planning and assessments, the Joint Capabilities Integration and Development System described in CJCSI 3170.01F (Reference (f)) and DoD planning, programming, budgeting, and execution (PPBE) process deliberations and actions pertaining to National Guard capabilities, including but not limited to homeland defense and defense support of civil authorities.

22. Pursuant to section 10541(d) of Reference (a), annually certify an inventory for
the preceding year of each item of equipment for which funds were appropriated; which was due to be procured in that fiscal year; and which was not received by the National Guard unit by the end of that fiscal year.

Army National Guard Visi

- Interoperable, disciplined, ready

- Predictably resourced / utilized units

- Competent leaders of character
- Organized, equipped, and trained for the complex operating environment of tomorrow

- Retain our combat arms heritage

- Adaptable, accountable, and balanced force
- Established in the fabric of our communities… the vital link between the American people and their Army

Arguments Against the Reserve Component

Speed & Time – *RC takes too long*

- OSD-CAPE, December 2013: It takes 50-80 days for an ARNG BCT to be ready if mobilized at Company-level proficiency
- Lessons learned over last 12 years greatly reduced post-mob time
- ARNG Aviation Mob Station time reduced from average of 113 days to 72 days

Cost – *RC is too expensive*

- ARNG provides operational force at 1/3 cost of AC; RC cost advantage proven by multiple studies
- Arguments on RC costs all hinge on the unrealistic assumptions of 3+ year-old Rand study
- Greatest cost efficiency for RC is over the life cycle; RC retire later and attain less retirement income

Accessibility – *Army can't get to the ARNG*

$32M per year

- ARNG has filled every RFF since 9/11 and balanced DoD requirement to maintain forces for DSCA
- ARNG provided half of the BCTs in Iraq at one point in 2005; the same year, with 80,000 deployed overseas, mobilized 50,000 for Katrina in 1 week

Readiness – *ARNG can't do complex combat missions*

modernization

- 12304(b) removed any remaining argument about accessibility; services now need to use it.

- SecDef, CSA, CJCS have attested to quality of RC during 12 years of deployments
- 1-149 ARB (TX-OIF): Valorous Unit Award; 12 DFCs, 39 Air Medals for Valor; 1-151 ARB (SC-OND):

Arguments Against the RC: Speed and Time

RC takes too long

- Army training strategy produces ready ARNG BCT in 50-80 days – if mobilized at Company-level proficiency
- Lessons learned over last 12 years greatly reduced post-mob time
- ARNG Aviation Mobilization Station time reduced from average of 113 days to 72 days
- ARNG can meet apportioned force timeline

Arguments Against the RC: Cost

RC is too expensive

- ARNG provides operational force at 1/3 cost of AC; RC cost advantage proven by multiple studies

- Arguments on RC costs all hinge on the unrealistic assumptions of 3+ year old Rand study
- Greatest cost efficiency for RC is over the life cycle; RC retire later and attain less retirement income
- AC Attack Reconnaissance Bn costs $77M per year to own/operate at home station, while ARNG costs $32M per year
- Cost of dwell: Established in OSD Report to Congress (*Unit Cost and Readiness for the AC and RC*, 20 Dec 2013), when not mobilized an ARNG BCT costs 24% of an AC BCT

Arguments Against the RC: Accessibility

Army can’t get to the ARNG

- ARNG has filled every Request For Force (RFF) since 9/11 and balanced DoD requirement to maintain forces for Defense Support to Civilian Authorities (DSCA)

- ARNG provided half of the Brigade Combat Teams (BCTs) in Iraq at one point in 2005; the same year, with 80,000 deployed overseas, mobilized 50,000 for Katrina in 1 week

- ARNG deployed 12 Attack Reconnaissance Battalions and 5 additional companies; only limitation was level of modernization

- 12304(b) - *Selected Reserve: order to active duty for preplanned missions in support of the combatant commands* – removed any remaining argument about accessibility; services now need to use it

Arguments Against the RC: Readiness

ARNG can’t do complex combat missions

- Secretary of Defense, Chairman of the Joint Chiefs of Staff ,Chief of Staff of the Army, have attested to quality of RC during 13 years of deployments
- 1-149 ARB (TX-OIF): Valorous Unit Award; 12 DFCs, 39 Air Medals for Valor; 1-151 ARB (SC-OND): 3USA Commanding General
- Lieutenant General V. Brooks: “1-151 ARB is the best Apache battalion in the Army”
- Proficiency does not have to be based on task repetition
- Resourcing matters: ARNG produces readiness at the level resourced for fewer Combat Training Center (CTC) rotations, limited Full Time Manning (FTM) & schools funds, no Trainees, Transients, Holdees and Students (TTHS)

The Army National Guard

Alternate cover

CORE BRIEFING - An Operational Force

Presenting Officer: XXXX

The Army National Guard

Alternate cover

CORE BRIEFING - An Operational Force

Presenting Officer: XXXX

Force Structure Smart Book

Message from the CFM

Directives… Actions… Charting the Way Forward

- The Army National Guard (ARNG) Force Structure Smart Book is based upon decisions from the Total Army Analysis (TAA)15-19 and Command Plan15.
- As part of TAA 17-19, Headquarters Department of the Army (HQDA) directed the ARNG to plan for a Force Structure Allowance (FSA) reduction to 335K by FY17 as directed under the Bipartisan Budget Agreement (BBA) and 315k by FY19 under the Budget Control Act (BCA). This directive included the reduction of: 2 Brigade Combat Teams (BCT) less their aligned Maneuver Battalions (1 Infantry & 1 Armor), 7 Battlefield Surveillance Brigades, 8 Apache Helicopter Battalions, 1 Air Cavalry Squadron, 2 Aviation Brigades, 1 Theatre Aviation Command, 1 Aviation Support Battalion, and ~ 4,500 Enabler Spaces to achieve 335K. The ARNG will inactivate two BCTs less their aligned Maneuver Battalions (1 Infantry & 1 Armor) resulting in a loss of ~4.5K spaces and an additional reduction of 12K enablers will round out the program at ~315K. A program containing these reductions was submitted to HQDA and remains unapproved. The ARNG will re-validate this program during TAA 18-22 and be published on or about the fall of 2015.
- Our principle goal was to rebalance capabilities within the states while maintaining the self-sufficiencies of Mission Command and the States' Essential Ten capabilities for domestic response.

Colonel Mark E. Berglund
Chief, Force Management
Approved 9 October 2014

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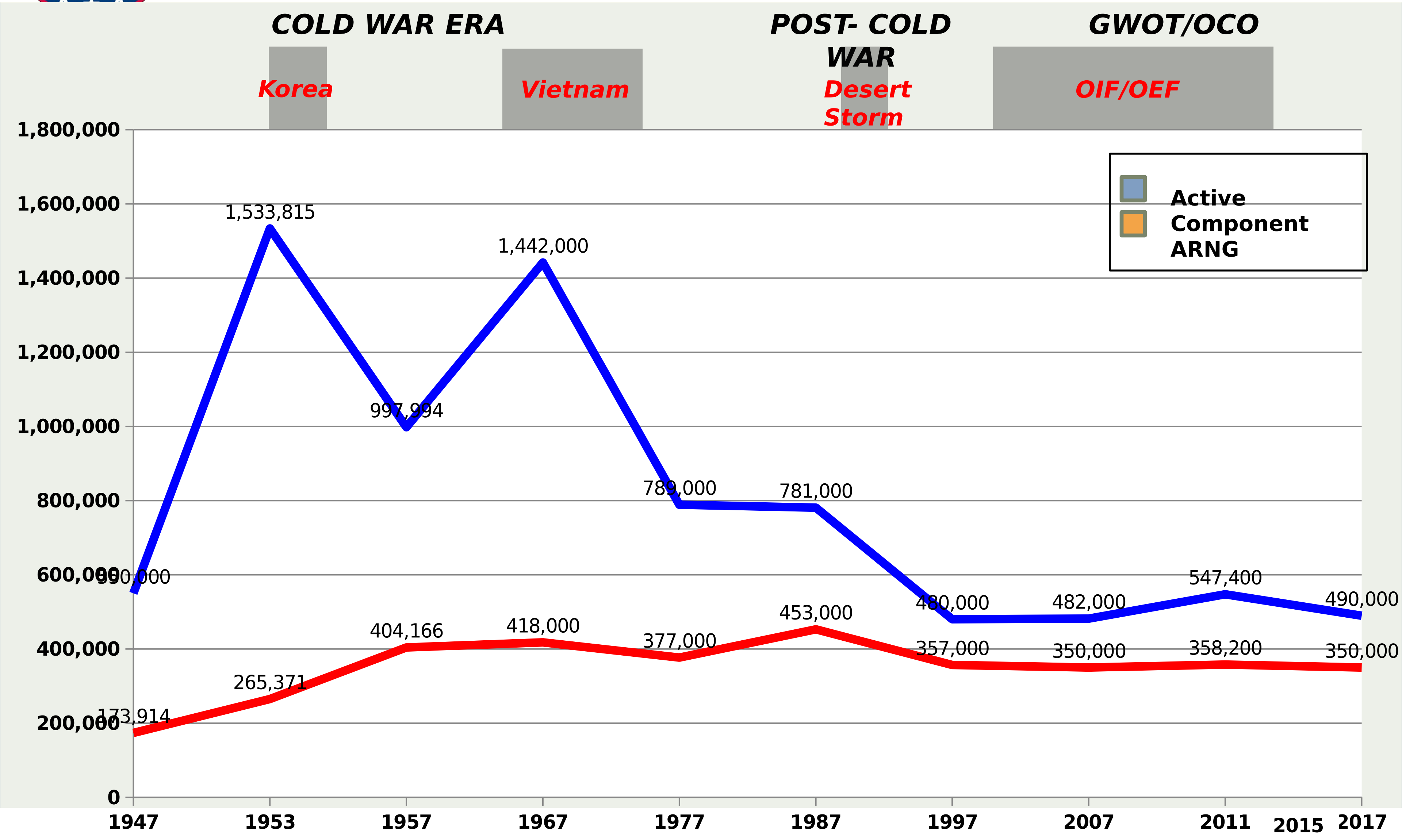
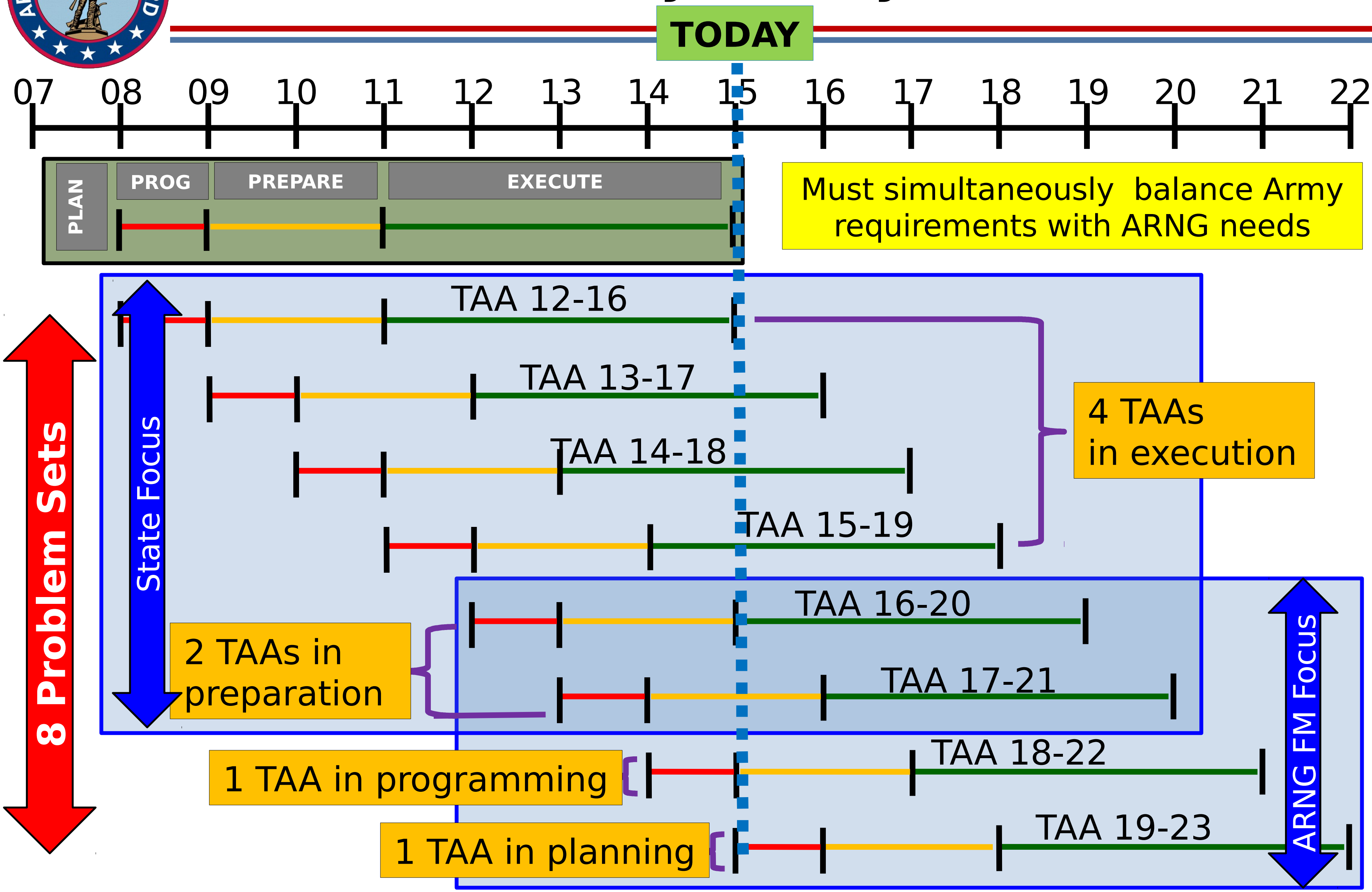
Historical Force Structure Background

Army Landpower Since WWII



Total Army Analysis Construct


TODAY
07
08
09
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20
21
22
PLAN
PROG
PREPARE
EXECUTE
TAA 12-16
TAA 13-17
TAA 14-18
TAA 15-19
TAA 16-20
TAA 17-21
TAA 18-22
TAA 19-23
8 Problem Sets
State Focus
ARNG FM Focus

Must simultaneously balance Army requirements with ARNG needs

4 TAAs in execution

2 TAAs in preparation

1 TAA in programming

1 TAA in planning

Current Force Structure

TASK FORCE
BADGER
OIF 10
ONE
950
CLE

Modular Force Transformation

Since 2004, the Army executed the most significant organizational transformation in its history. Modular Force Transformation shifted the Army from large fixed organizations (Corps and Divisions) to a "Brigade-centric" modular force.

The traditional hierarchical headquarters array replaced a functional array where the modular Division and Corps HQs are war fighting Mission Command with no habitually assigned subordinate brigades or battalions.

The "Brigade-Centric" force has a composition of:

- Brigade Combat Teams (BCT):

- Multi-functional Support Brigades which include: (FA Brigades, Combat Aviation Brigades, Battlefield Surveillance Brigades, Maneuver Enhancement Brigades and Sustainment Brigades)

- Functional Support Brigades/Groups which include: (Engineer, Military Police, Medical, Air Defense Artillery, Quartermaster, Theater Tactical Signal, Ordnance, Chemical and in the future, Civil Affairs)

- The Division and Corps HQs serve as primary war fighting Mission Command(tactical, JTF, JFLCC and ARFOR) for the "plug and play" modular operational force concept – i.e. build tailored capability to meet Combatant Commander and other Army requirements by using modular brigade, battalion and company building blocks to form modular expeditionary force packages.

A “Brigade – Centric” Army

A “Brigade-Centric” Army

What does this mean?

- Only two modular brigades, the Brigade Combat Teams (Infantry, Armored and Stryker) and the Combat Aviation Brigade, have Maneuver Battalions organic to the Brigade TOE.
- There are two “Hybrid” Brigade constructs with organic, attached or assigned maneuver unit:
  - FA Brigade: has two organic rocket battalions (either MLRS or HIMARS) with assigned cannon or rocket battalions.
  - BfSB: has both an organic MI battalion and an attached MI battalion.
- The Sustainment Brigade and Maneuver Enhancement Brigade Mission Command only.
- All Functional Support Brigades/Groups are Mission Command HQs:
  - Engineer
  - Military Police
  - Medical
  - Air Defense Artillery
  - Ordinance
  - Chemical
  - Theater Tactical Signal
  - Quarter master
  - Civil Affairs

Modular Expeditionary Units

Modular Expeditionary Units
A "Brigade" – Centric Force

- Corps and Divisions:
  - Rotational Modular War-fighting Mission Command
- "Brigades" - with organic maneuver units
  - Brigade Combat Team (BCT)
  - Combat Aviation Brigade (CAB)
- FA Brigade: (Organic Rocket - No Cannon)
- BfSB: (One Organic Military (MI) Battalion; the other attached)
- Modular Brigade: Headquarters Only
  - Sustainment Brigade
  - Maneuver Enhancement Brigade
  - ADA Brigade
  - ORD Group
  - Chemical Brigade
  - Theater Tactical Signal Brigade
  - EN Brigade
  - MP Brigade

Total Army Analysis Strategy

Director’s Imperatives

- **ARNG Maintains / Retains**
  - End Strength of 350.2K
  - 28 Brigade Combat Teams
  - 8 Division Headquarters
  - 8 Combat Aviation Brigades
  - 2 Special Force Groups

- **CNGB Guidance - Balance Essential Capabilities**

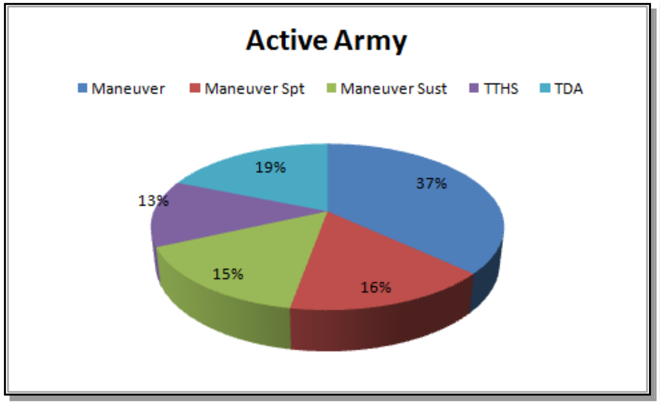
1. Mission Command
2. Aviation
3. Chemical
4. Engineer
5. Logistical
6. Maintenance
7. Medical
8. Security
9. Signal
10. Transportation

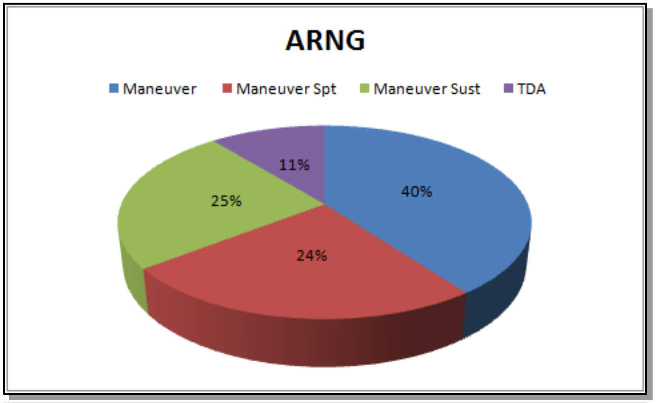
+ Cyber

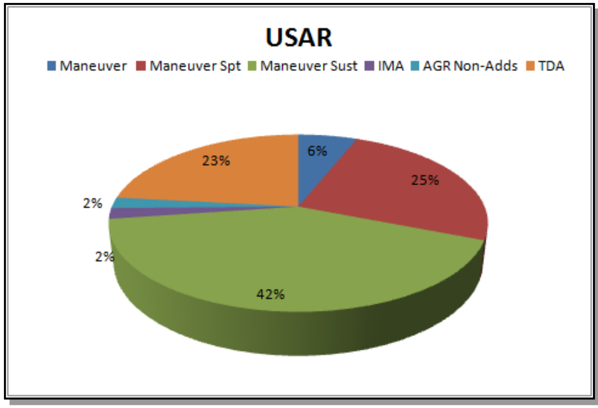
1. Resource relevant operating force capabilities
2. Maintain common MTOE designs with AC and USAR
3. Resource Essential Capabilities/HLD dual-use structure to meet State identified DSCA capability gaps
4. Rebalance select Operating Force structure to provide best balanced force for Army and within ARNG end-strength

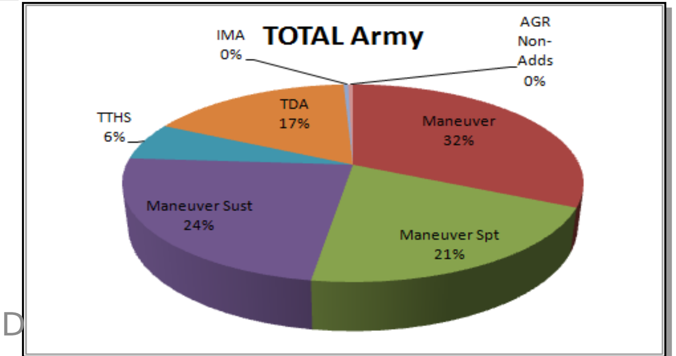
The Army's Components FY 15

	ARMY	AC	ARNG	USAR
Operating Force	**796.7K**	**334.2K**	**313.3K**	**149.2K**
Generating Force	**176.7K**	**92.1K**	**36.9K**	**47.7K**
IMA	**4.0K**	**0**	**0**	**4.0K**
TTHS	**63.7K**	**63.7K**	**0**	**0**
Wartime Allowance	**4.1K**	**0**	**0**	**4.1K**
Total	**1045.2K**	**490.0K**	**350.2K**	**205.0K**





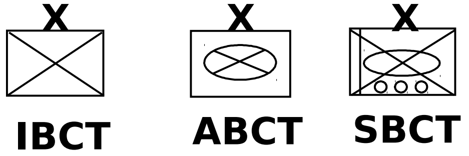




Force Structure

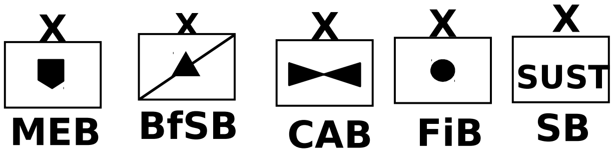
The Modular Menu

Brigade Combat Team

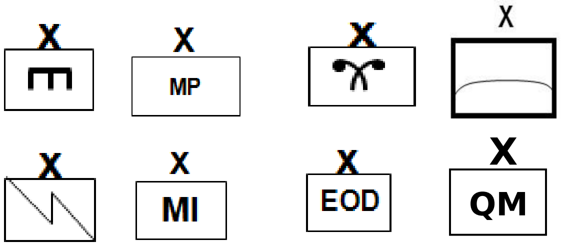

X
X
X
IBCT
ABCT
SBCT

Corps & Div HQs

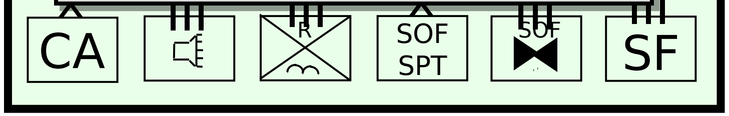
Multi-Functional Brigade


X
X
X
X
X
SUST
MEB
BfSB
CAB
FiB
SB

Functional Brigade

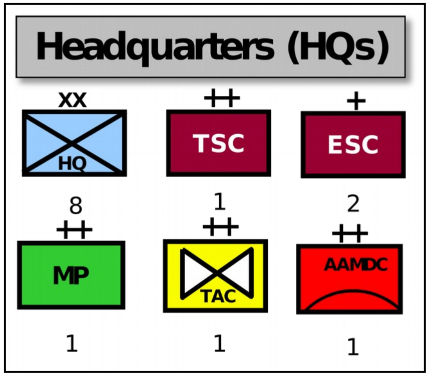

X
X
X
X
MP
X
X
X
X
MI
EOD
QM

Special Operations Forces (SOF)

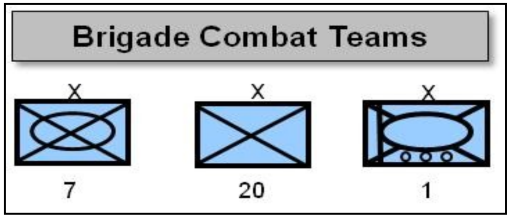

CA
R
SOF
SPT
SOF
SF

FY15 Modular Force

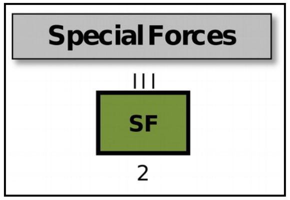
14


Headquarters (HQs)
XX
HQ
8
TSC
1
ESC
2
MP
1
TAC
1
AAMDC
1

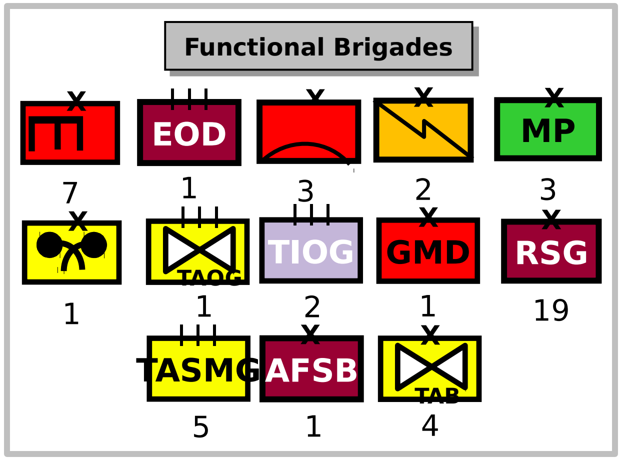
28


Brigade Combat Teams
X
7
X
20
X
1

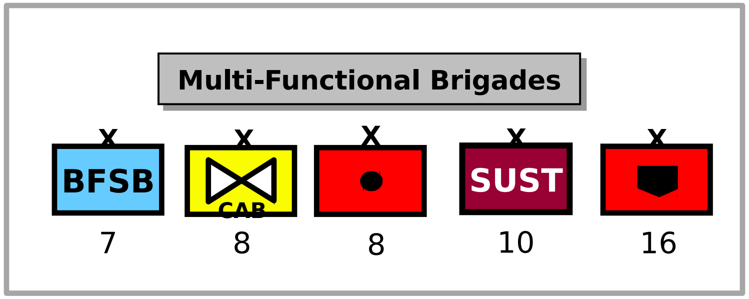
2


Special Forces
III
SF
2

50


Functional Brigades
X
7
EOD
1
X
3
X
2
MP
3
X
1
TAOG
1
TIOG
2
GMD
1
RSG
19
TASMG
5
AFSB
1
TAB
4

49


Multi-Functional Brigades
BFSB
7
CAB
8
X
8
SUST
10
X
16

Operating Structure

Summary Operating Force - Command Billets

- ARNG: 11 O-8 Commands
- ARNG: 3 O-7 Commands
- ARNG: 129 Brigade and Groups (O-6)
- ARNG: 514 (O-5) Battalion Command

Summary Generating Force - Command Billets

- ARNG: 54 O-8 Commands (JFHQ-State)
- ARNG: 26 O-7 Commands (documented Land Component Commander included/DC MOB Aug CMD)
- ARNG: 161 O-6 Brigade Command positions (Troop Commands, Recruiting and Retention, RTI, etc).
- ARNG: 184 O-5 Battalion Command positions (Recruiting and Retention, Civil Support Teams, etc).

DIVISIONS and COMMANDS (14)

8	Division Headquarters
3	Sustainment Commands (1 TSC/2 ESC)
1	Military Police Command
1	Army Air and Missile Defense Command
1	Theater Aviation Command

BRIGADES and GROUPS (129)

28	Brigade Combat Teams
8	Combat Aviation Brigades
8	Fires Brigades
7	Battlefield Surveillance Brigades
16	Maneuver Enhancement Brigades
10	Sustainment Brigades
3	Air Defense Artillery Brigades
7	Engineer Brigades
2	Signal Brigade
3	Military Police Brigades
1	Chemical Brigades
1	Explosive Ordnance Device Group
19	Regional Support Groups
2	Special Forces Groups
5	Theater Aviation Sustainment Groups
4	Theater Aviation Brigades
1	Theater Airfield Operations Group
1	Ground Missile Defense Brigade
2	Theater Information Groups
1	Army Field Support Brigade

Operating Structure

MTOE BATTALIONS (514)

53	Infantry Battalions
17	Combined Arms Battalions
8	Armored Recon Squadrons
21	Recon Surveillance Target Acquisition Battalions
3	Stryker Infantry Battalions
7	Recon and Surveillance Battalions
58	Fires Battalions
7	Air Defense Battalions
1	Ground Missile Defense Battalion
1	Space Battalion
6	Special Forces Battalions
2	Special Forces Support Battalions
13	General Support Aviation Battalions
11	Transportation Battalions
8	Medical Battalions
8	Attack Recon Battalions
6	Security and Support Aviation Battalions
14	Assault Aviation Battalions
11	Aviation Support Battalions
32	Military Police Battalions
57	Engineers Battalions
7	Chemical Battalions
39	Combat Service Support Battalions
7	Expeditionary Signal Battalions
2	Contracting Battalions
27	STB (BCT) ---SBCT does not have an STB
8	STB (Div HQ)
4	Information Battalions
9	MI Battalions
59	BSB (BCT/FiB/MEB/BfSB)
6	Airfield Operations Battalions
1	Air Cavalry Squadron

Operational Units

Commands and Divisions (O-7/O-8)

8 Division HQ ++
1. 28th ID (PA)
2. 29th ID (VA)
3. 34th ID (MN)
4. 35th ID (KS)
5. 36th ID (TX)
6. 38th ID (IN)
7. 40th ID (CA)
8. 42nd ID (NY)

1 Military Police CMD ++
1. 46th MPC (MI)

1 Theater Sustainment CMD ++
1. 167th TSC (AL)

1 Army Air & Missile CMD ++
1. 263rd AAMDC (SC)

2 Expeditionary Sust CMD +
1. 135th ESC (AL)
2. 184th ESC (MS)

1 Theater Avn CMD +
1. 66th TAC (WA)

Below Brigade

3 Combined Arms Bn
1. 1-118 IN (SC)
2. 2-137 IN (KS)
3. 1-145 AR (OH)

13 Infantry Bn (TCF)
1. 1-149th IN (KY)
2. 2-135th IN (MN)
3. 1-65th IN (PR)
4. 1-296th IN (PR)
5. 1-200th IN (NM)
6. 1-181st IN (MA)
7. 1-182nd IN (MA)
8. 1-167th IN (AL)
9. 4-118th IN (SC)
10. 2-151st (IN)
11. 1-157th IN (CO)
12. 1-138th IN (MO)
13. 1-143rd IN ABN (TX)

Brigade Combat Teams (BCT)

1 Stryker BCT (SBCT)
1. 56/28th (PA)

7 Armored BCT (ABCT)
1. 30th ABCT (NC/WV)
2. 81st ABCT (WA/CA)
3. 1/34th ABCT (MN)
4. 278th ABCT (TN)
5. 155th ABCT (MS)
6. 116th ABCT (ID/MT/OR)
7. 55/28th ABCT (PA)

20 Infantry BCT (IBCT)
1. 86th IBCT (VT/CT/MA)
2. 2/28th IBCT (PA)
3. 79th IBCT (CA)
4. 48th IBCT (GA)
5. 27th IBCT (NY)
6. 45th IBCT (OK)
7. 29th IBCT (HI/GU/AZ)
8. 41st IBCT (OR)
9. 39th IBCT (AR)
10. 33rd IBCT (IL)
11. 53rd IBCT (FL)
12. 116th IBCT (VA)
13. 76th IBCT (IN)
14. 37th IBCT (OH/MI)
15. 56/36th IBCT (TX)
16. 72/36th IBCT (TX)
17. 50th IBCT (NJ)
18. 2/34th IBCT (IA)
19. 32nd IBCT (WI)
20. 256th IBCT (LA)

Multifunctional Spt Brigades

7 Fires Bde
1. 65th Fires (UT)
2. 142nd Fires (AR)
3. 45th Fires (OK)
4. 169th Fires (CO)
5. 138th Fires (KY)
6. 197th Fires (NH)
7. 115th Fires (WY)
8. 130th Fires (KS)

7 Battlefield Surveillance Bde
1. 219th BfSB (IN)
2. 71st BfSB (TX)
3. 297th BfSB (AK)
4. 58th BfSB (MD)
5. 67th BfSB (NE)
6. 560th BfSB (GA)
7. 142nd BfSB (AL)

8 Combat Avn Bde
1. 29th CAB (MD)
2. 28th CAB (PA)
3. 35th CAB (MO)
4. 38th CAB (IN)
5. 42nd CAB (NY)
6. 34th CAB (MN)
7. 36th CAB (TX)
8. 40th CAB (CA)

10 Sustainment Bde
1. 244th SUST (CA)
2. 108th SUST (IL)
3. 38th SUST (IN)
4. 287th SUST (KS)
5. 113th SUST (NC)
6. 369th SUST (NY)
7. 371st SUST (OH)
8. 230th SUST (TN)
9. 36th SUST (TX)
10. 17th SUST (NV)

16 Maneuver Enhancement Bde
1. 157th MEB (WI)
2. 136th MEB (TX)
3. 111th MEB (NM)
4. 141st MEB (ND)
5. 110th MEB (MO)
6. 149th MEB (KY)
7. 92nd MEB (PR)
8. 196th MEB (SD)
9. 130th MEB (NC)
10. 218th MEB (SC)
11. 26th MEB (MA)
12. 404th MEB (IL)
13. 648th MEB (GA)
14. 204th MEB (UT)
15. 226th MEB (AL)
16. 158th MEB (AZ)

Functional Spt Brigades

1 Theater Airfield Operating Grp
1. 204th TAOG (LA)

1 Explosive Ord Disposal Grp
1. 111th EOD (AL)

1 Army Field Support CMD
1. 279th AFSB (AL)

1 Ground Missile Defense Bde
1. 100th GMD (CO)

1 Chemical Bde
1. 31st CM (AL)

2 Theater Information Ops Grp
1. 56th TIOG (WA)
2. 71st TIOG (TX)

2 Air Defense Artillery Bde
1. 164th ADA (FL)
2. 174th ADA (OH)
3. 178h ADA (SC)

2 Signal Bde
1. 261st SIG (DE)
2. 228th SIG (SC)

3 Military Police Bde
1. 49th MP (CA)
2. 177th MP (MI)
3. 43rd MP (RI)

4 Theater Avn Bde
1. 77th TAB (AR)
2. 185th TAB (MS)
3. 63rd TAB (KY)
4. 449th TAB (NC)

Functional Spt Brigades (cont)

4 Theater Avn Sust Maint Grp
1. 1106th TASMG (CA)
2. 1107th TASMG (MO)
3. 1108th TASMG (MS)
4. 1109th TASMG (CT)
5. 1100th TASMG (MD)

7 Engineer Bde
1. 35th EN (MO)
2. 16th EN (OH)
3. 194th EN (TN)
4. 111th EN (WV)
5. 225th EN (LA)
6. 176th EN (TX)
7. 168th EN (MS)

19 Regional Support Grp
1. 198th RSG (AZ)
2. 115th RSG (CA)
3. 50th RSG (FL)
4. 201st RSG (GA)
5. 265th RSG (GA)
6. 734th RSG (IA)
7. 635th RSG (KS)
8. 139th RSG (LA)
9. 151st RSG (MA)
10. 120th RSG (ME)
11. 272nd RSG (MI)
12. 347th RSG (MN)
13. 42nd RSG (NJ)
14. 213th RSG (PA)
15. 191st RSG (PR)
16. 109th RSG (SD)
17. 329th RSG (VA)
18. 143rd RSG (CT)
19. 1889th RSG (MT)

Special Operations

2 Special Forces Grp (SFG)
1. 20th SF GP (AL)
2. 19th SF GP (UT)

10 SF TDA Special Ops Det (SOD)
(WA, CO, WV, MD, FL, MS, RI, TX, CA, NC)

Total Army Operating Force

Global C2	**COMP** **1O**	**2**	**3**	
ASCC HQs	9	0	0	**9**
Corps HQs	3	0	0	**3**
Divs HQs	10	8	0	**18**
	22	8	0	**30**
Commands (Theater Enablers)				
AAMDC	3	1	0	**4**
AVN	0	1	1	**2**
CA	0	0	4	**4**
CBRNE	1	0	0	**1**
ENG	0	0	2	**2**
ESC	4	2	8	**14**
IO	1	0	0	**1**
MDSC	1	0	2	**3**
MP	0	1	1	**2**
SIG CMD	2	0	2	**4**
TSC	3	1	1	**5**
	15	**6**	**21**	**42**
Brigade Combat Teams (BCT)				
ABCT	9	7	0	**16**
SBCT	8	1	0	**9**
IBCT (ABN/ASSLT/INF)	15	20	0	**35**
	32	28	0	60
Multi-Functional Support BDE (MFSB)				
Combat Aviation Brigade CAB (EAB)	0	6	0	**6**
Combat Aviation Brigade CAB (Hvy)	4	2	0	**6**
Combat Aviation Brigade CAB (Med)	8	0	0	**8**
Combat Aviation Brigade CAB (FS)	1	0	0	**1**
Sustainment BDE (SB)	11	10	9	**30**
Transportation BDE (TBX)	1	**0**	1	**2**
Fires BDE (FiB)	6	8	0	**14**
Battlefield Surveillance BDE (BfSB)	0	7	0	**7**
Maneuver Enhanced Brigades (MEB)	0	16	3	**19**

Functional Support BDE	**COMP** **1O**	**2**	**3**	
ADA BDE	5	3	0	**8**
DIVARTY BDE	6	0	0	**6**
Eng BDE	4	7	4	**15**
MP BDE	5	3	4	**12**
MP BDE (CID)	2	0	0	**2**
Chem BDE	1	1	1	**3**
MI BDE	5	0	1	**6**
Signal BDE	9	0	2	**11**
EOD BDE	2	1	0	**3**
QM BDE	1	0	3	**4**
RSG	1	19	24	**44**
Medical BDE	5	0	10	**15**
Theater Avn BDE (TAB)	0	4	1	**5**
	46	**38**	**50**	**134**
Special Functional Support BDE				
Army Field Spt BDE (AFSB)	7	1	0	**8**
Information Operations (IO)	0	2	2	**4**
Ground-Based Midcourse Missile Def BDE	0	1	0	**1**
Space BDE	1	0	0	**1**
Contracting Support BDE (CSB)	7	0	0	**7**
Theater Tactical Signal BDE (TTSB)	0	2	0	**2**
Theater Airfield Operations Group (TAOG)	1	1	0	**2**
Theater Avn Sust Maint Grp (TASMG)	0	5	0	**5**
	16	**12**	**2**	**30**

Special Operations Forces (SOF)				
Special Forces Group (SFG)	5	2	0	**7**
Ranger Reg	1	0	0	**1**
SOF Avn Reg	1	0	0	**1**
Civil Affairs (CA)	2	0	9	**11**
Psyops Operations (Psyops)	1	0	2	**3**
SOF Sustainment BDE (SB/SOF)	1	0	0	**1**
	11	**2**	**11**	**24**

ARNG Generating Force (Title 32)

Title 32 TDA Authorized Strength : 36,663

TRAINING	
AVN TRNG SITES	375
BATTLE LAB	98
BTL CMD TRNG SPT CTR	12
CADET DET	4
JOINT TRNG CTR	88
PR LANG CTR	22
MARKSMANSHIP	70
MED SCHOOLS	53
MTN WARFARE	56
SUST TRNG CTR (STC)	35
RTSM	231
RTI	4,247
TNG CENTERS	4,224

TOTAL 9,515

STATE/TERRITORY	
300 MI BDE	64
DATA PROC	166
JFCOM	41
JFHQ-S	12,417
JOINT WEB RISK	8
LGL SPT	22
MEDIA/VISUAL IO SPT	20
MED DET	4,028
MOB CMD	142
OP SPT AIRLIFT	416
PR LAND CRFT	57
PUBLIC AFFAIRS	5
RECRUITING	5,621
TROOP CMD	2,531

TOTAL 25,538

OPERATING FORCE TDA	
CST (WMD)	1,254
IO FST/SPT CTR	38
SOD	400

TOTAL 1,692

AC SUPPORT	
NORTHCOM	30

TOTAL 30

TOTAL 1,722

TOTAL T-32 AUTH STRENGTH 36,775

Generating Force (Title 10)

Of the 2.7K TDA Authorizations, 43% (1,172) support the Active Component

DoD
50

JOINT
132

OSA
25

OCSA
117

GB
1,546

ACOMs

FORSCOM
268

TRADOC
240

AMC
9

ALL OTHERS
140

ASCCs

USARNORTH
14

USARSO
11

USAREUR
22

USARCENT
10

USARAF
37

USARPAC
16

USASOC
26

USASMDC
2

DRUs

NETCOM
6

IMCOM
9

USMA
1

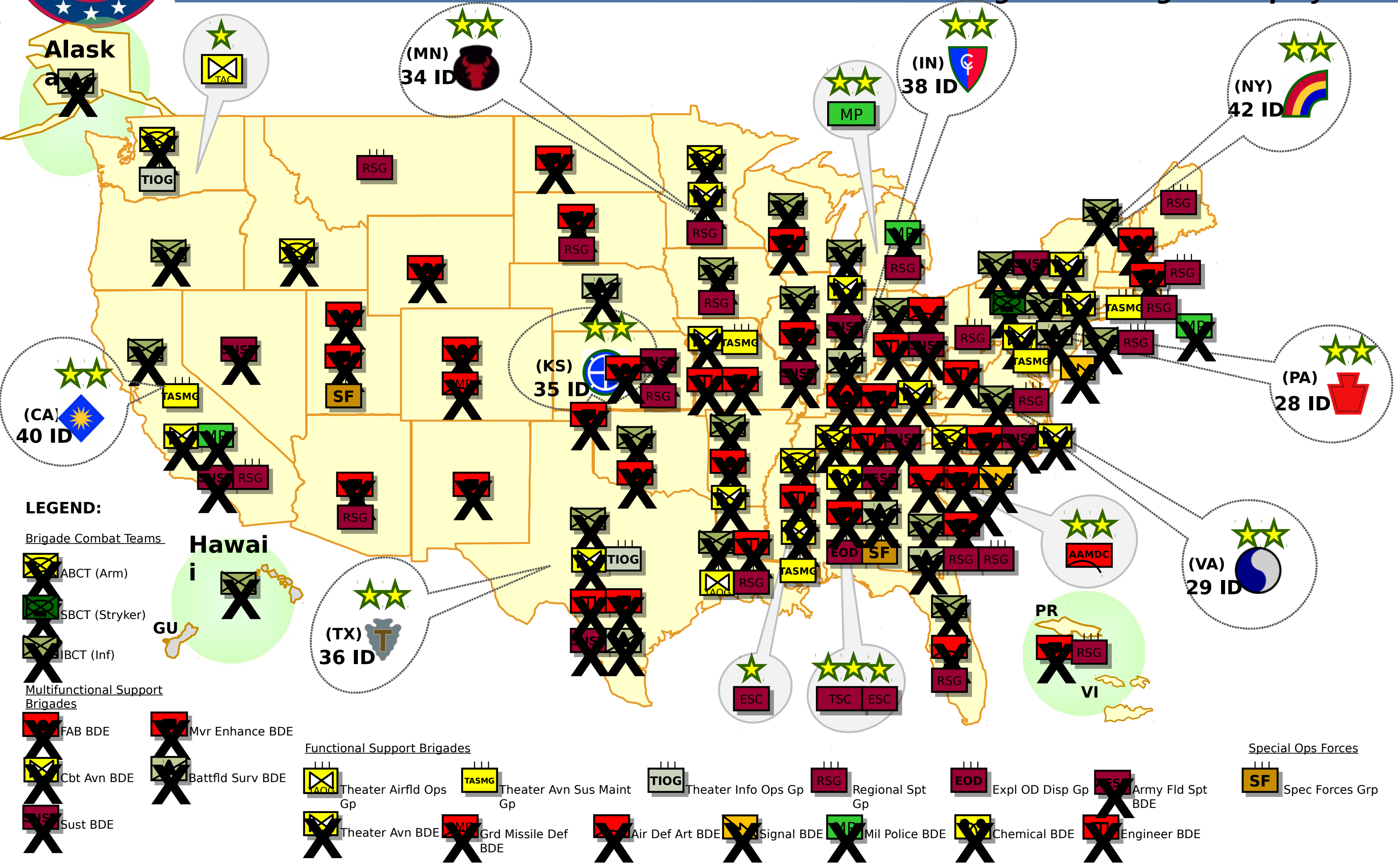
USACE
1

MEDCOM
26

USAASC
5

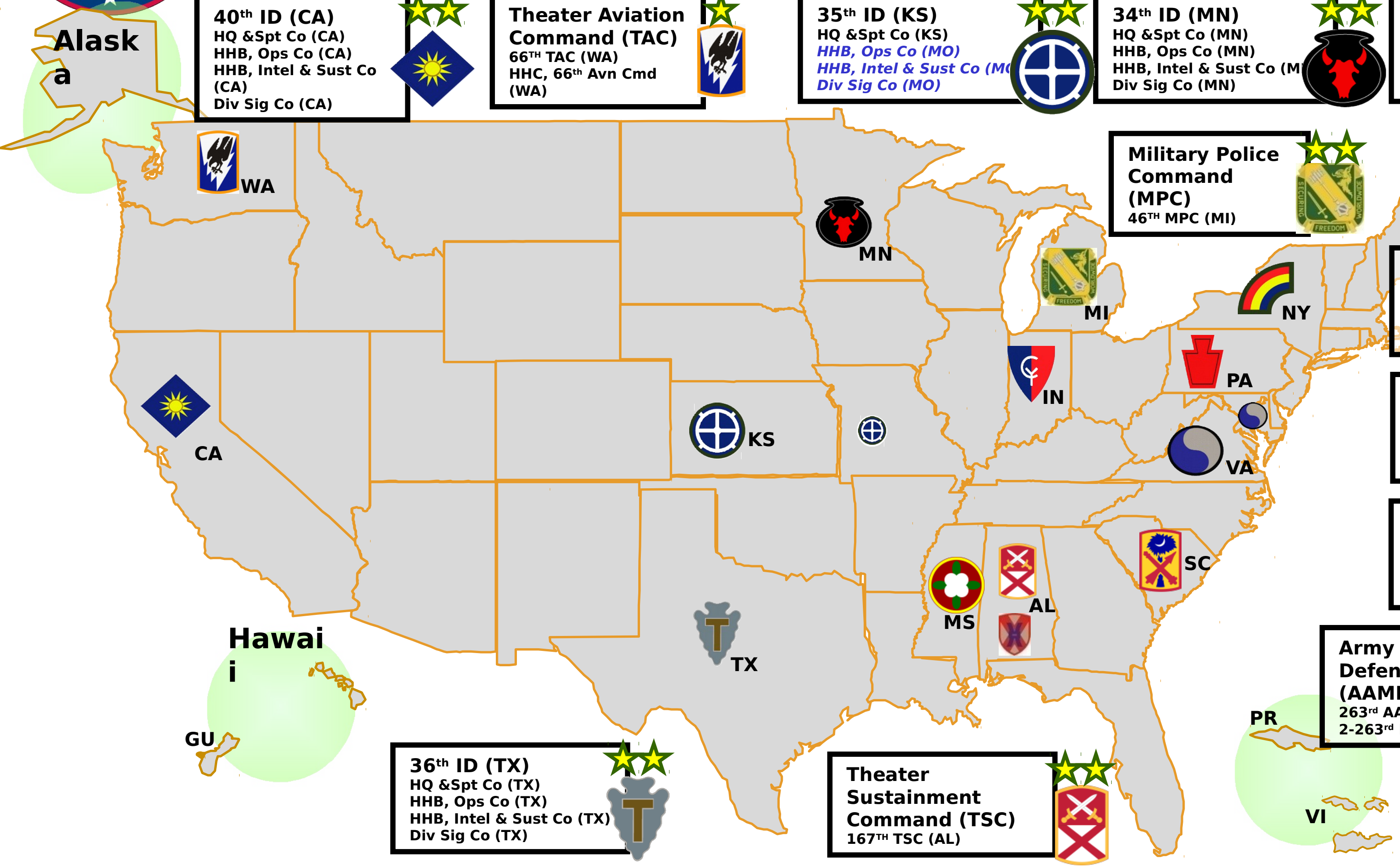
Operational Units

Brigade and Higher Displayed


Alaska
Hawaii
GU
PR
VI
(MN) 34 ID
(IN) 38 ID
(NY) 42 ID
(PA) 28 ID
(VA) 29 ID
(KS) 35 ID
(TX) 36 ID
(CA) 40 ID
TAOG
TIOG
RSG
MP
TASMG
SF
EOD
AAMDC
ESC
TSC
LEGEND:
Brigade Combat Teams
ABCT (Arm)
SBCT (Stryker)
IBCT (Inf)
Multifunctional Support Brigades
FAB BDE
Mvr Enhance BDE
Cbt Avn BDE
Battfld Surv BDE
Sust BDE
Functional Support Brigades
Theater Airfld Ops Gp
Theater Avn Sus Maint Gp
Theater Info Ops Gp
Regional Spt Gp
Expl OD Disp Gp
Army Fld Spt BDE
Theater Avn BDE
Grd Missile Def BDE
Air Def Art BDE
Signal BDE
Mil Police BDE
Chemical BDE
Engineer BDE
Special Ops Forces
Spec Forces Grp

Division HQs and Theater Enabler Command

Division HQs and Theater Enabler HQs



40th ID (CA)
HQ &Spt Co (CA)
HHB, Ops Co (CA)
HHB, Intel & Sust Co (CA)
Div Sig Co (CA)

Theater Aviation Command (TAC)
66TH TAC (WA)
HHC, 66th Avn Cmd (WA)

35th ID (KS)
HQ &Spt Co (KS)
HHB, Ops Co (MO)
HHB, Intel & Sust Co (MO
Div Sig Co (MO)

34th ID (MN)
HQ &Spt Co (MN)
HHB, Ops Co (MN)
HHB, Intel & Sust Co (M
Div Sig Co (MN)

38th ID (IN)
HQ &Spt Co (IN)
HHB, Ops Co (IN)
HHB, Intel & Sust Co (IN)
Div Sig Co (IN)

Military Police Command (MPC)
46TH MPC (MI)

42nd ID (NY)
HQ &Spt Co (NY)
HHB, Ops Co (NY)
HHB, Intel & Sust Co (NY
Div Sig Co (NY)

28th ID (PA)
HQ &Spt Co (PA)
HHB, Ops Co (PA)
HHB, Intel & Sust Co (PA)
Div Sig Co (PA)

29th ID (VA)
HQ &Spt Co (VA)
HHB, Ops Co (VA)
HHB, Intel & Sust Co (MD
Div Sig Co (MD)

Army Air and Missile Defense Command (AAMDC)
263rd AAMDC (SC)
2-263rd MAMD Bn (SC)

36th ID (TX)
HQ &Spt Co (TX)
HHB, Ops Co (TX)
HHB, Intel & Sust Co (TX)
Div Sig Co (TX)

Theater Sustainment Command (TSC)
167TH TSC (AL)

Expeditionary Sustainment Command (ESC)
184TH ESC (MS)

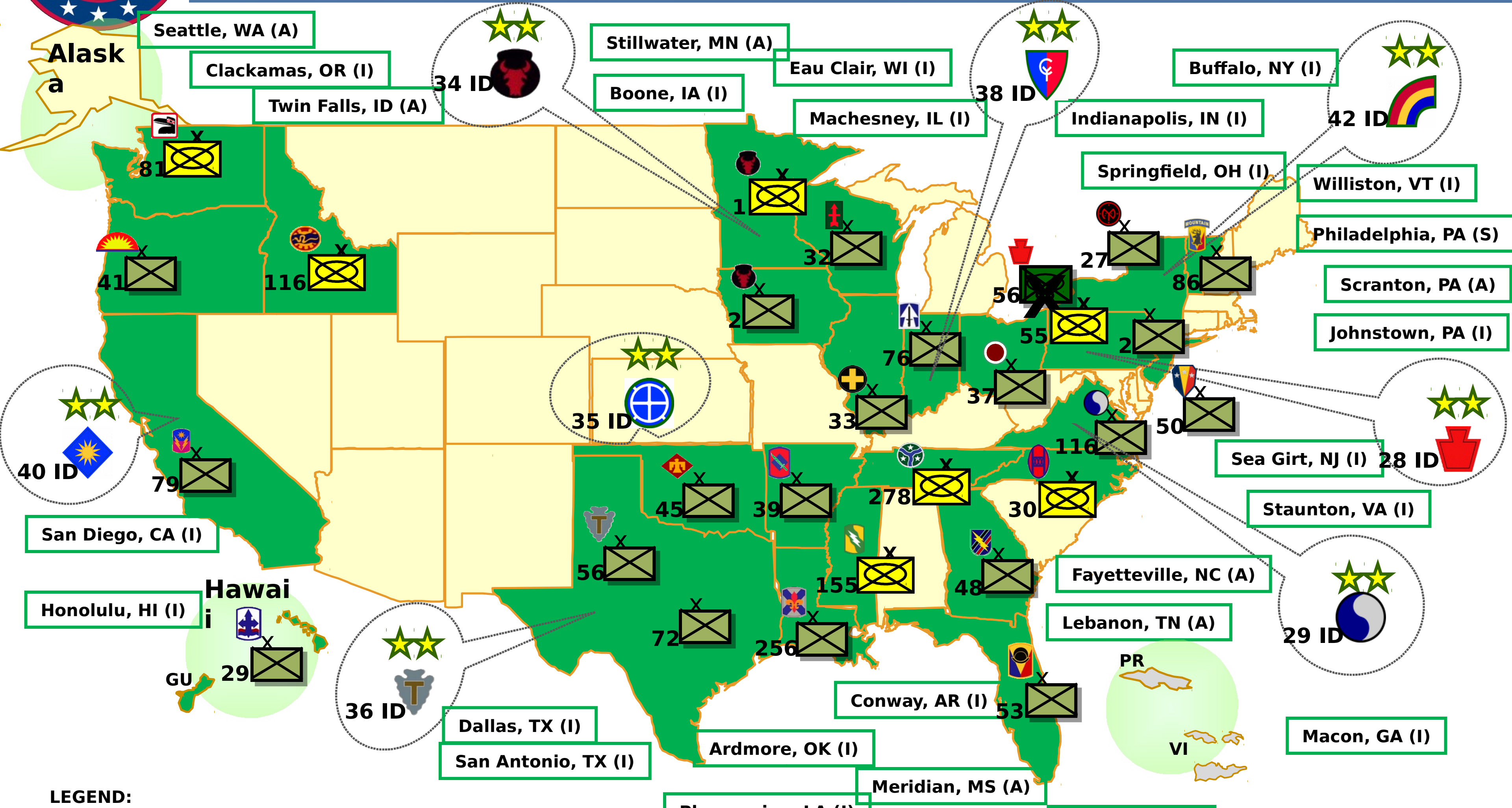
Expeditionary Sustainment Command (ESC)
135TH ESC (AL)

POC: NGB-FMC/FMS/FML
Programming Branch Chiefs
FMC 703-607-7817
FMS 703-607-1465
FML 703-607-7841

Blue Italics represent ARNG units located outside of State owning the flag

Brigade Combat Teams (BCTs)

Brigade Combat Teams


Alaska
Hawaii
GU
PR
VI
81
41
116
79
29
1
2
32
34 ID
35 ID
36 ID
38 ID
40 ID
42 ID
28 ID
29 ID
56
27
86
55
2
76
37
33
50
116
278
30
45
39
56
72
256
155
48
53

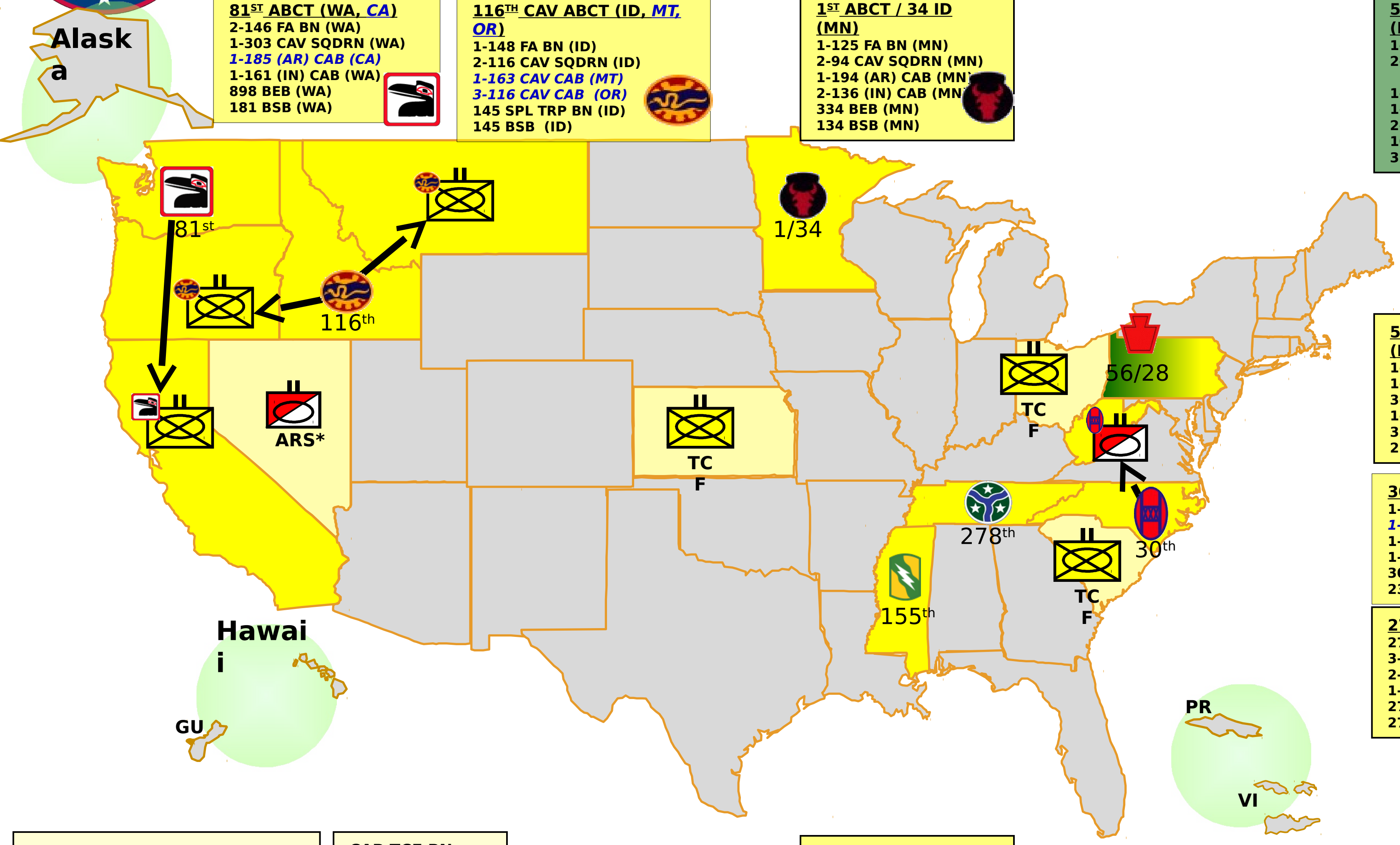
Seattle, WA (A)
Clackamas, OR (I)
Twin Falls, ID (A)
Stillwater, MN (A)
Eau Clair, WI (I)
Boone, IA (I)
Machesney, IL (I)
Indianapolis, IN (I)
Buffalo, NY (I)
Springfield, OH (I)
Williston, VT (I)
Philadelphia, PA (S)
Scranton, PA (A)
Johnstown, PA (I)
Sea Girt, NJ (I)
Staunton, VA (I)
Fayetteville, NC (A)
Lebanon, TN (A)
Macon, GA (I)
Conway, AR (I)
Ardmore, OK (I)
Meridian, MS (A)
Plaquemine, LA (I)
Pinellas, FL (I)
Dallas, TX (I)
San Antonio, TX (I)
San Diego, CA (I)
Honolulu, HI (I)

LEGEND:

BCTs

ABCT (A)	SBCT (S)	IBCT (I)	IBCT ABN
7	1	20	0

ABCT, SBCT and BN/TCF Dispersion



81ST ABCT (WA, *CA*)
2-146 FA BN (WA)
1-303 CAV SQDRN (WA)
1-185 (AR) CAB (CA)
1-161 (IN) CAB (WA)
898 BEB (WA)
181 BSB (WA)

116TH CAV ABCT (ID, *MT, OR*)
1-148 FA BN (ID)
2-116 CAV SQDRN (ID)
1-163 CAV CAB (MT)
3-116 CAV CAB (OR)
145 SPL TRP BN (ID)
145 BSB (ID)

1ST ABCT / 34 ID (MN)
1-125 FA BN (MN)
2-94 CAV SQDRN (MN)
1-194 (AR) CAB (MN)
2-136 (IN) CAB (MN
334 BEB (MN)
134 BSB (MN)

56TH SBCT / 28 ID (PA)
1-108 FA BN (PA)
2-104 CAV SQDRN (PA)

1-111 IN BN (PA)
1-112 IN BN (PA)
2-112 IN BN (PA)
103 BEB
328 BSB (PA)

55TH ABCT / 28 ID (PA)
1-109 FA BN (PA)
1-104 CAV SQDRN (PA)
3-103 (AR) CAB (PA)
1-109 (IN) CAB (PA)
337 BEB(PA)
228 BSB (PA)

30TH ABCT (NC, *WV*)
1-113 FA BN (NC)
1-150 CAV SQDRN (WV)
1-252 (AR) CAB (NC)
1-120 (IN) CAB (NC)
30 SPL TRP BN (NC)
230 BSB (NC)

278TH ABCT (TN)
278 FA BN (TN)
3-278 CAV SQDRN (TN)
2-278 CAB (TN)
1-278 CAB (TN)
278 SPL TRP BN (TN
278 BSB (TN)

155TH ABCT (MS)
2-114 FA BN (MS)
1-198 CAV SQDRN (MS)
1-155 (IN) CAB (MS)
2-198 (AR) CAB (MS)
155 SPL TRP BN (MS
106 BSB (MS)

***ARS TCF BN**
1-221 CAV AR RECON SQN (NV)
Aligned with 11th ACR (Generating Force)

POC: NGB-FMC

CAB TCF BN
1-145 AR (CAB) (OH)
1-118 IN (CAB) (SC)
2-137 IN (CAB) (KS)

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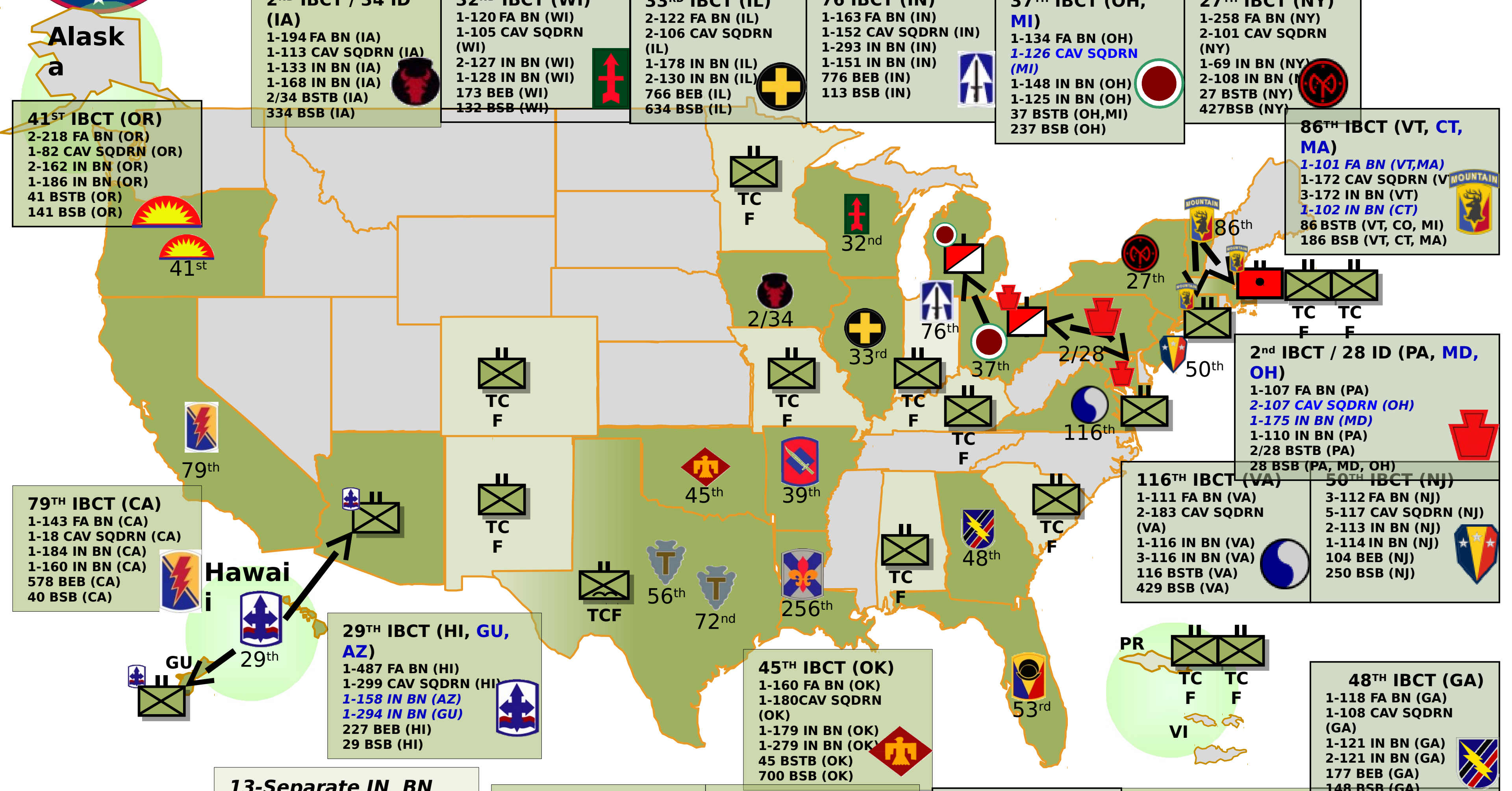
IBCT and BN/TCF Dispersion



2ND IBCT / 34 ID (IA)
1-194 FA BN (IA)
1-113 CAV SQDRN (IA)
1-133 IN BN (IA)
1-168 IN BN (IA)
2/34 BSTB (IA)
334 BSB (IA)

32ND IBCT (WI)
1-120 FA BN (WI)
1-105 CAV SQDRN (WI)
2-127 IN BN (WI)
1-128 IN BN (WI)
173 BEB (WI)
132 BSB (WI)

33RD IBCT (IL)
2-122 FA BN (IL)
2-106 CAV SQDRN (IL)
1-178 IN BN (IL)
2-130 IN BN (IL)
766 BEB (IL)
634 BSB (IL)

76 IBCT (IN)
1-163 FA BN (IN)
1-152 CAV SQDRN (IN)
1-293 IN BN (IN)
1-151 IN BN (IN)
776 BEB (IN)
113 BSB (IN)

37TH IBCT (OH, *MI*)
1-134 FA BN (OH)
1-126 CAV SQDRN (MI)
1-148 IN BN (OH)
1-125 IN BN (OH)
37 BSTB (OH,MI)
237 BSB (OH)

27TH IBCT (NY)
1-258 FA BN (NY)
2-101 CAV SQDRN (NY)
1-69 IN BN (NY)
2-108 IN BN (N
27 BSTB (NY)
427BSB (NY)

41ST IBCT (OR)
2-218 FA BN (OR)
1-82 CAV SQDRN (OR)
2-162 IN BN (OR)
1-186 IN BN (OR)
41 BSTB (OR)
141 BSB (OR)

86TH IBCT (VT, *CT*, *MA*)
1-101 FA BN (VT,MA)
1-172 CAV SQDRN (V
3-172 IN BN (VT)
1-102 IN BN (CT)
86 BSTB (VT, CO, MI)
186 BSB (VT, CT, MA)

2nd IBCT / 28 ID (PA, *MD*, *OH*)
1-107 FA BN (PA)
2-107 CAV SQDRN (OH)
1-175 IN BN (MD)
1-110 IN BN (PA)
2/28 BSTB (PA)
28 BSB (PA, MD, OH)

79TH IBCT (CA)
1-143 FA BN (CA)
1-18 CAV SQDRN (CA)
1-184 IN BN (CA)
1-160 IN BN (CA)
578 BEB (CA)
40 BSB (CA)

116TH IBCT (VA)
1-111 FA BN (VA)
2-183 CAV SQDRN (VA)
1-116 IN BN (VA)
3-116 IN BN (VA)
116 BSTB (VA)
429 BSB (VA)

50TH IBCT (NJ)
3-112 FA BN (NJ)
5-117 CAV SQDRN (NJ)
2-113 IN BN (NJ)
1-114 IN BN (NJ)
104 BEB (NJ)
250 BSB (NJ)

29TH IBCT (HI, *GU*, *AZ*)
1-487 FA BN (HI)
1-299 CAV SQDRN (HI)
1-158 IN BN (AZ)
1-294 IN BN (GU)
227 BEB (HI)
29 BSB (HI)

45TH IBCT (OK)
1-160 FA BN (OK)
1-180CAV SQDRN (OK)
1-179 IN BN (OK)
1-279 IN BN (OK)
45 BSTB (OK)
700 BSB (OK)

48TH IBCT (GA)
1-118 FA BN (GA)
1-108 CAV SQDRN (GA)
1-121 IN BN (GA)
2-121 IN BN (GA)
177 BEB (GA)
148 BSB (GA)

13-Separate IN BN TCF

1-167 INF (AL) *2-135 INF (MN)*
1-157 INF (CO) *1-200 INF(NM)*
2-151 INF (IN) *1-296 INF (PR)*
1-149 INF (KY) *1-65 INF (PR)*
1-181 INF (MA) *4-118 INF (SC)*

56TH IBCT / 36 ID (TX)
3-133 FA BN (TX)
1-124 CAV SDRN (TX)
3-144 IN BN (TX)
2-142 IN BN (TX)
156 BEB (TX)
949 BSB (TX)

72ND IBCT / 36 ID (TX)
1-133 FA BN (TX)
1-112 CAV SQDRN (TX)
3-141 IN BN (TX)
1-141 IN BN (TX)
72 BSTB (TX)
372 BSB (TX)

39TH IBCT (AR)
1-206 FA BN (AR)
1-151 CAV SQDRN (AR)
2-153 IN BN (AR)
1-153 IN BN (AR)
39 BSTB (AR)
39 BSB (AR)

256TH IBCT (LA)
1-141 FA BN (LA)
2-108 CAV SQDRN (LA)
2-156 IN BN (LA)
3-156 INBN (LA)
256 BSTB (LA)
199 BSB (LA)

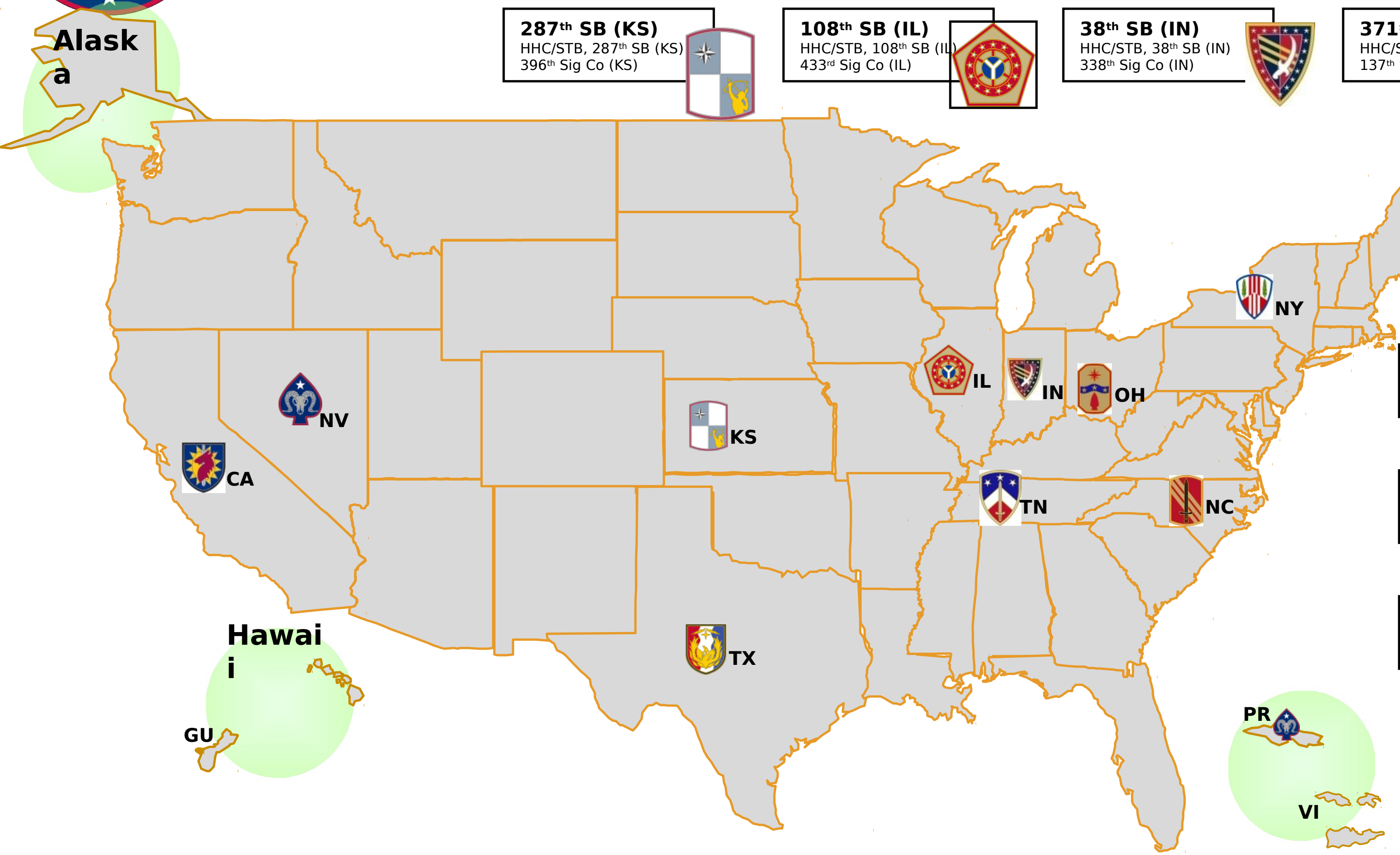
53RD IBCT (FL)
2-116 FA BN (FL)
1-153 CAV SQDRN (FL)
2-124 IN BN (FL)
1-124 IN BN (FL)
53 BSTB (FL)
53 BSB (FL)

POC: NGB-FMC

lue Italics represent ARNG units located outside of State owning the flag

Multi-Functional Support Brigades (MFSB)

Sustainment Brigade Dispersion



287th SB (KS)
HHC/STB, 287th SB (KS)
396th Sig Co (KS)

108th SB (IL)
HHC/STB, 108th SB (IL)
433rd Sig Co (IL)

38th SB (IN)
HHC/STB, 38th SB (IN)
338th Sig Co (IN)

371st SB (OH)
HHC/STB, 371st SB (OH)
137th Sig Co (OH)

369th SB (NY)
HHC/STB, 369th SB (NY)
187th Sig Co (NY)

230th SB (TN)
HHC/STB, 230th SB (TN)
155th Sig Co (TN)

113th SB (NC)
HHC/STB, 113th SB (NC)
196th Sig Co (NC)

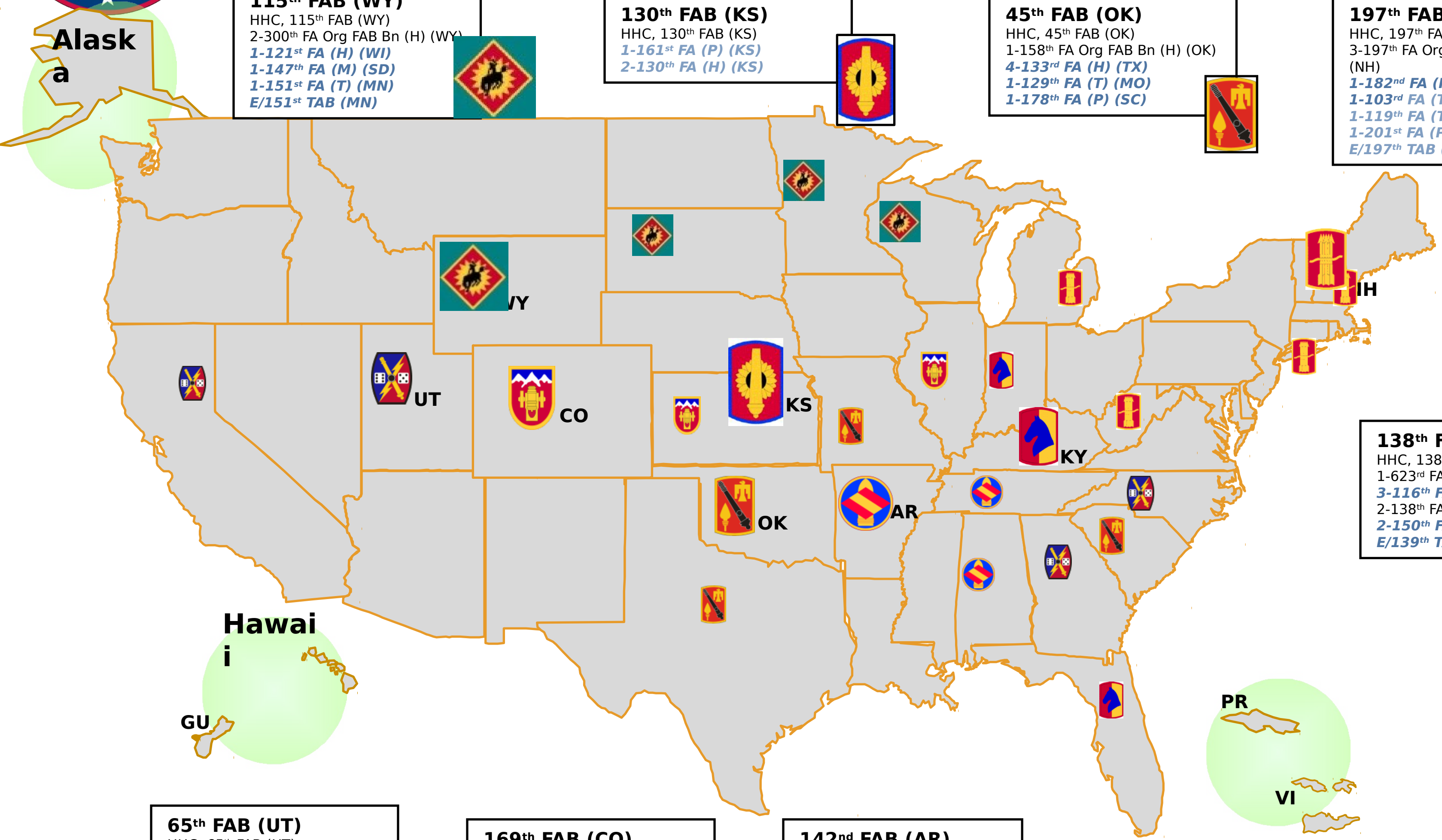
224th SB (CA)
HHC/STB, 224th SB (CA)
240th Sig Co (CA)

17th SB (NV)
HHC/STB, 17th SB (NV)
721st Sig Co (PR)

36th SB (TX)
HHC/STB, 36th SB (TX)
449th Sig Co (TX)

ue Italics represent ARNG units located outside of State owning the flag

Field Artillery Brigade Dispersion



115th FAB (WY)
HHC, 115th FAB (WY)
2-300th FA Org FAB Bn (H) (WY)
1-121st FA (H) (WI)
1-147th FA (M) (SD)
1-151st FA (T) (MN)
E/151st TAB (MN)

130th FAB (KS)
HHC, 130th FAB (KS)
1-161st FA (P) (KS)
2-130th FA (H) (KS)

45th FAB (OK)
HHC, 45th FAB (OK)
1-158th FA Org FAB Bn (H) (OK)
4-133rd FA (H) (TX)
1-129th FA (T) (MO)
1-178th FA (P) (SC)

197th FAB (NH)
HHC, 197th FAB (NH)
3-197th FA Org FAB Bn (H) (NH)
1-182nd FA (H) (MI)
1-103rd FA (T) (RI)
1-119th FA (T) (MI)
1-201st FA (P) (WV)
E/197th TAB (NH)

138th FAB (KY)
HHC, 138th FAB (KY)
1-623rd FA Org FAB Bn (H) (KY)
3-116th FA (H) (FL)
2-138th FA (P) (KY)
2-150th FA (T) (IN)
E/139th TAB (IN)

65th FAB (UT)
HHC, 65th FAB (UT)
5-113th FA Org FAB Bn (H) (NC)
1-145th FA (P) (UT)
1-214th FA (P) (GA)
2-222nd FA (P) (UT)
F/144th TAB (CA)

169th FAB (CO)
HHC, 169th FAB (CO)
3-157th FA Org FAB Bn (H) (CO)
2-123rd FA (T) (IL)

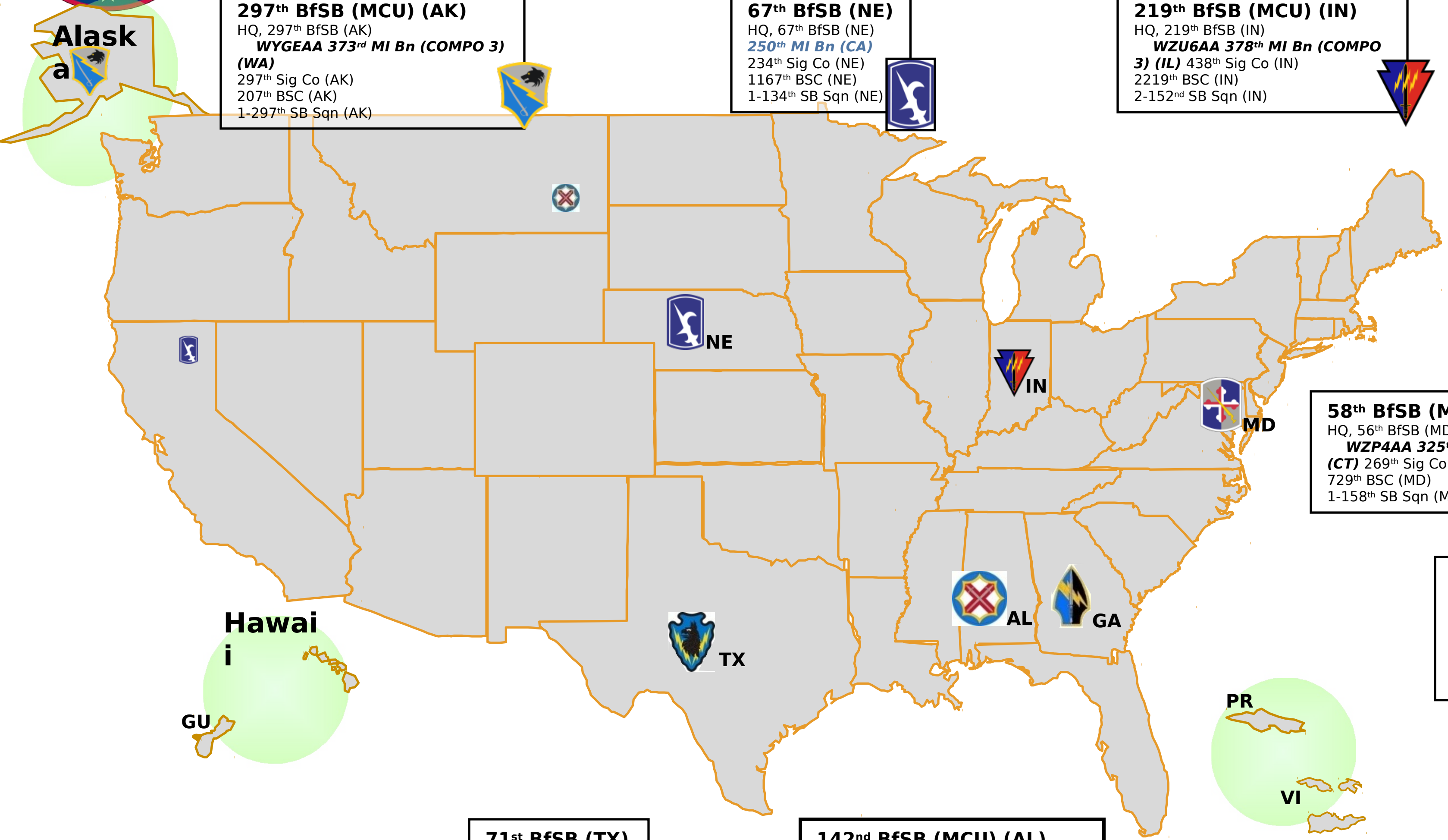
142nd FAB (AR)
HHC, 142nd FAB (AR)
1-142nd FA Org FAB Bn (M) (AR)
2-142nd FA (P) (AR)
1-181st FA (H) (TN)
1-117th FA (T) (AL)

- **MLRS (M),**
- **HIMARS (H),**
- **Paladin (P)**
- **155T (T)**

e Italics represent ARNG units located outside of State owning the flag

POC: NGB-FMC

Battlefield Surveillance Brigade Dispersion



297th BfSB (MCU) (AK)
HQ, 297th BfSB (AK)
WYGEAA 373rd MI Bn (COMPO 3) (WA)
297th Sig Co (AK)
207th BSC (AK)
1-297th SB Sqn (AK)

67th BfSB (NE)
HQ, 67th BfSB (NE)
250th MI Bn (CA)
234th Sig Co (NE)
1167th BSC (NE)
1-134th SB Sqn (NE)

219th BfSB (MCU) (IN)
HQ, 219th BfSB (IN)
WZU6AA 378th MI Bn (COMPO 3) (IL)
438th Sig Co (IN)
2219th BSC (IN)
2-152nd SB Sqn (IN)

58th BfSB (MCU) (MD)
HQ, 56th BfSB (MD)
WZP4AA 325th MI Bn (COMPO 3) (CT)
269th Sig Co (MD)
729th BSC (MD)
1-158th SB Sqn (MD)

560th BfSB (GA)
HQ, 560th BfSB (GA)
221st MI Bn (GA)
420th Sig Co (GA)
230th BSC (GA)
3-108th SB Sqn (GA)

71st BfSB (TX)
HQ, 71st BfSB (TX)
636th MI Bn (TX)
236th Sig Co (TX)
112th BSC (TX)
3-124th SB Sqn (TX)

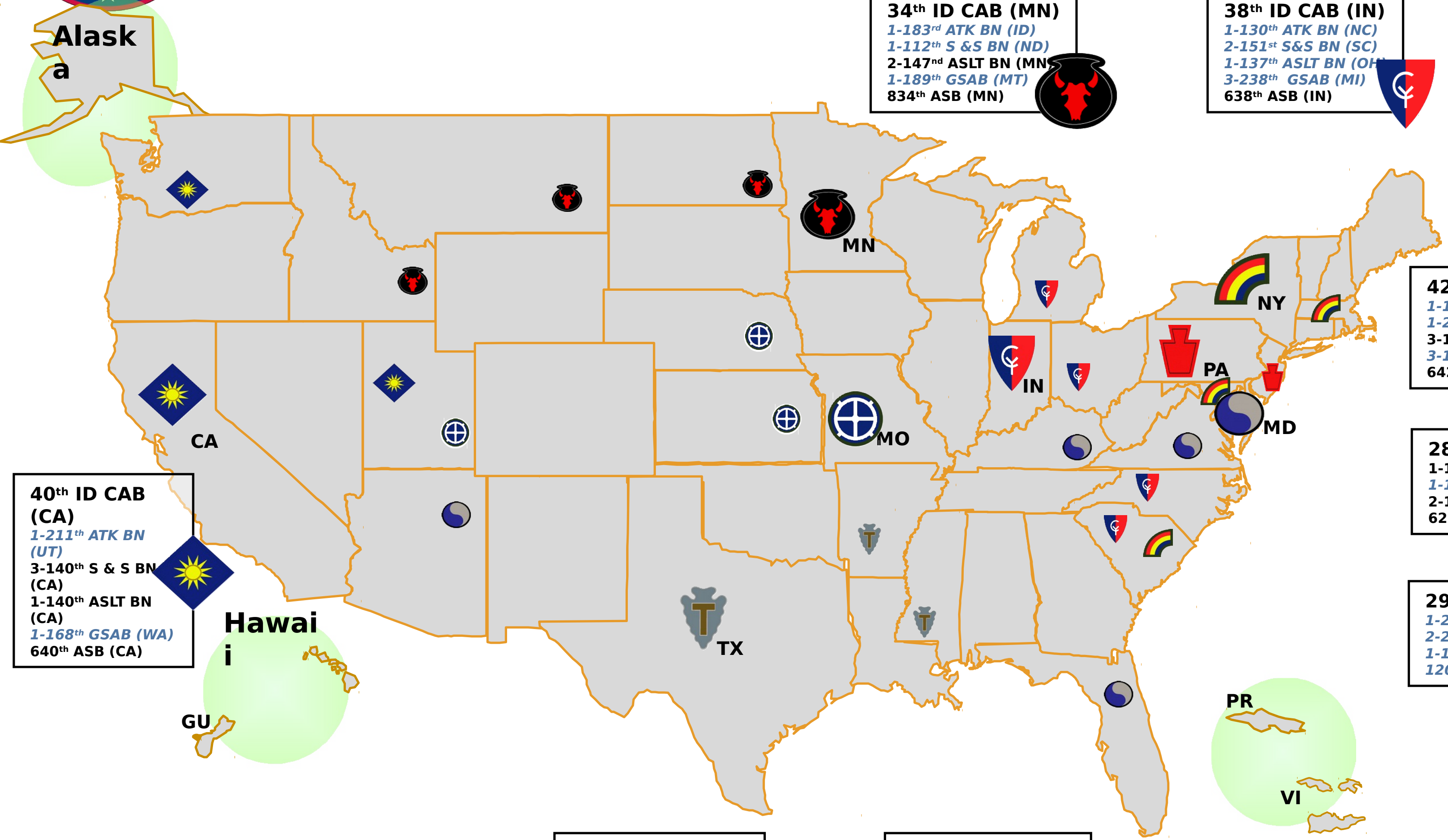
142nd BfSB (MCU) (AL)
HQ, 142nd BfSB (AL)
WZP6AA 321st MI Bn (COMPO 3) (TX)
67th Sig Co (MT)
31st BSC (AL)
131st SB Sqn (AL)

*** MULTI-COMPO UNIT (MCU)**

****Blue Italics represent ARNG units located outside of State owning the flag***

POC: NGB-FMC

Combat Aviation Brigade Dispersion



34th ID CAB (MN)
1-183rd ATK BN (ID)
1-112th S &S BN (ND)
2-147nd ASLT BN (MN
1-189th GSAB (MT)
834th ASB (MN)

38th ID CAB (IN)
1-130th ATK BN (NC)
2-151st S&S BN (SC)
1-137th ASLT BN (OH
3-238th GSAB (MI)
638th ASB (IN)

42nd ID CAB (NY)
1-151st ATK BN (SC)
1-224th S & S BN (MD)
3-142nd ASLT BN (NY)
3-126th GSAB (MA)
642 ASB (NY)

28th ID CAB (PA)
1-104th ATK BN (PA)
1-150th ASLT BN (NJ)
2-104th GSAB BN (P
628th ASB (PA)

29th ID CAB (MD)
1-285th ATK BN (AZ)
2-224th ASLT BN (VA)
1-111th GSAB (FL)
1204th ASB (KY)

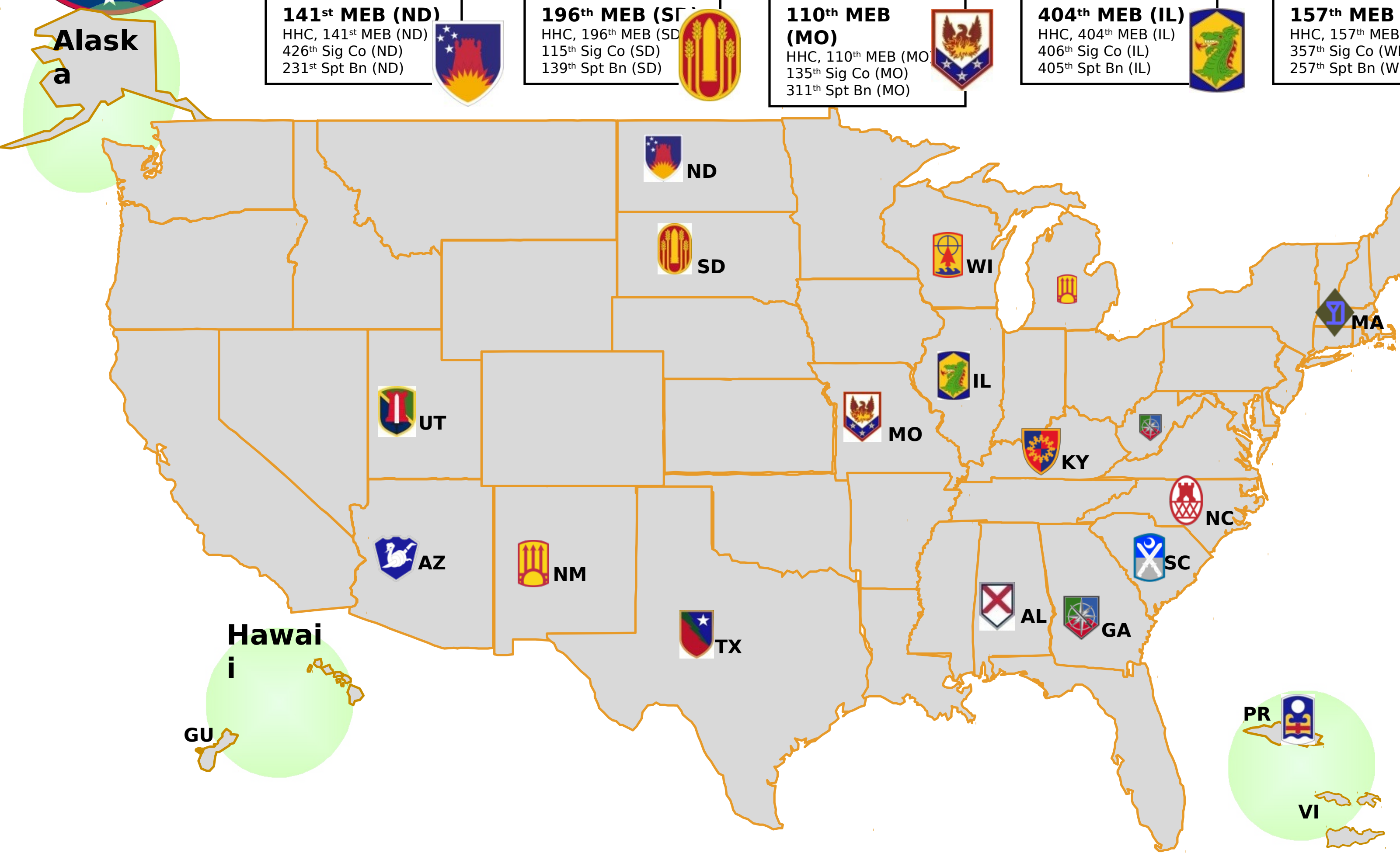
40th ID CAB (CA)
1-211th ATK BN (UT)
3-140th S & S BN (CA)
1-140th ASLT BN (CA)
1-168th GSAB (WA)
640th ASB (CA)

36th ID CAB (TX)
1-149th ATK BN (TX)
1-114th S & S BN (AR)
1-185th ASLT BN (MS
2-149th GSAB (TX)
449th ASB (TX)

35th ID CAB (MO)
1-135th ATK BN (MO)
1-376th S & S BN (NE)
1-108th ASLT BN (KS
2-211th ASB (UT)
935th ASB (MO)

**Blue Italics represent ARNG units located outside of State owning the flag*

Maneuver Enhancement Brigade Dispersion



141st MEB (ND)
HHC, 141st MEB (ND)
426th Sig Co (ND)
231st Spt Bn (ND)

196th MEB (S
HHC, 196th MEB (SD
115th Sig Co (SD)
139th Spt Bn (SD)

110th MEB (MO)
HHC, 110th MEB (MO
135th Sig Co (MO)
311th Spt Bn (MO)

404th MEB (IL)
HHC, 404th MEB (IL)
406th Sig Co (IL)
405th Spt Bn (IL)

157th MEB (WI)
HHC, 157th MEB (WI)
357th Sig Co (WI)
257th Spt Bn (WI)

26th MEB (MA)
HHC, 26th MEB (MA)
26th Sig Co (MA)
126th Spt Bn (MA)

149th MEB (KY)
HHC, 149th MEB (KY)
149th Sig Co (KY)
149th Spt Bn (KY)

130th MEB (NC)
HHC, 130th MEB (NC)
295th Sig Co (NC)
690th Spt Bn (NC)

218th MEB (SC)
HHC, 218th MEB (SC)
111th Sig Co (SC)
218th Spt Bn (SC)

648th MEB (GA)
HHC, 648th MEB (GA)
620th Sig Co (WV)
348th Spt Bn (GA)

92nd MEB (PR)
HHC, 92nd MEB (PR)
92nd Sig Co (PR)
192nd Spt Bn (PR)

204th MEB (UT)
HHC, 204th MEB (UT
217th Sig Co (UT)
489th Spt Bn (UT)

158th MEB (AZ)
HHC, 158th MEB (AZ
365th Sig Co (AZ)
153rd Spt Bn (AZ)

111th MEB (NM)
HHC, 111th MEB (NM
126th Sig Co (MI)
717th Spt Bn (NM)

136th MEB (TX)
HHC, 136th MEB (TX)
625th Sig Co (TX)
636th Spt Bn (TX)

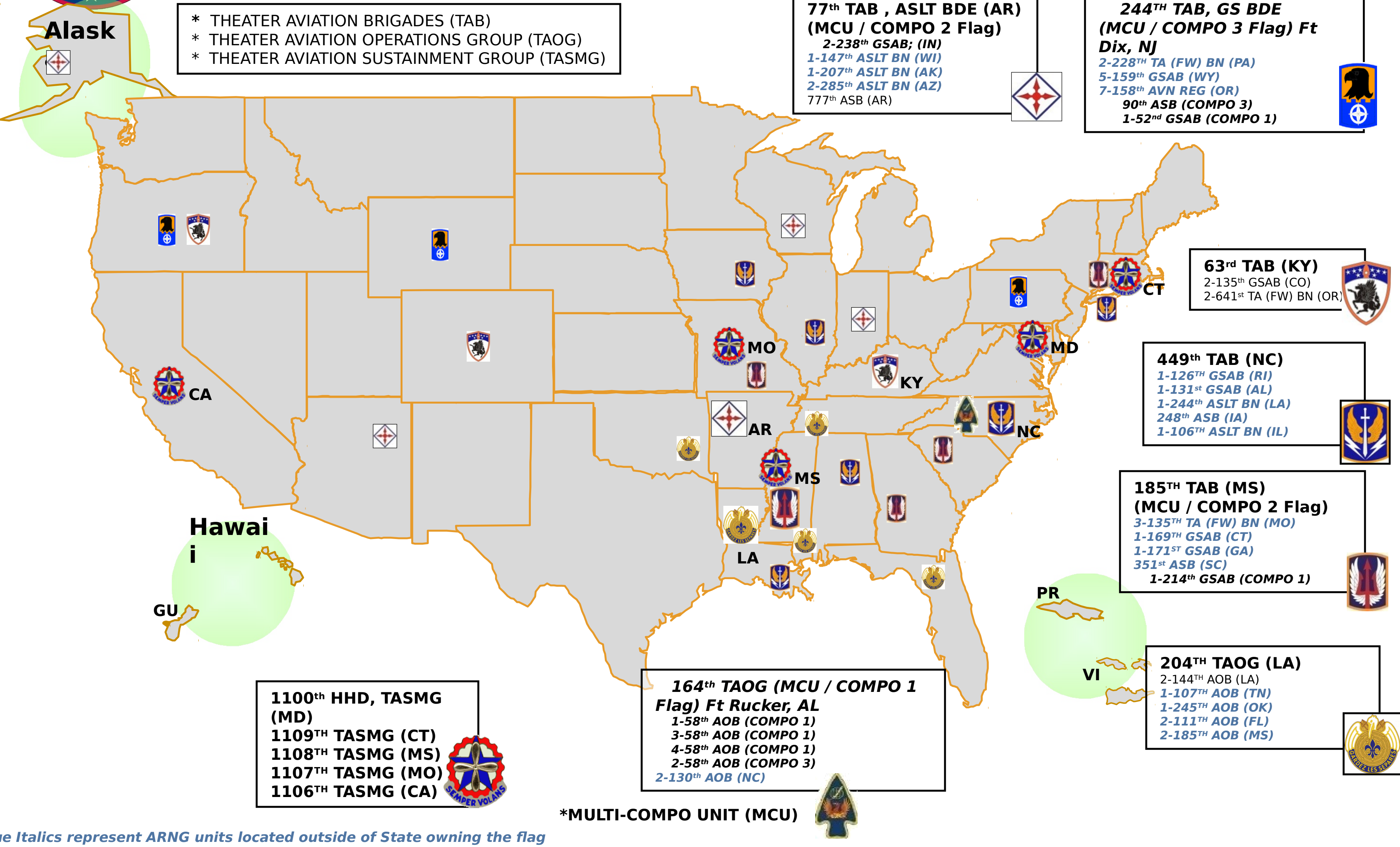
226th MEB (AL)
HHC, 226th MEB (AL)
31st Sig Co (AL)
711th Spt Bn (AL)

e Italics represent ARNG units located outside of State owning the flag

Functional Support Brigades (FSB)

Aviation TAB/TAOG/TASMG Dispersion

- THEATER AVIATION BRIGADES (TAB)
- THEATER AVIATION OPERATIONS GROUP (TAOG)
- THEATER AVIATION SUSTAINMENT GROUP (TASMG)



77th TAB , ASLT BDE (AR)
(MCU / COMPO 2 Flag)
2-238th GSAB; (IN)
1-147th ASLT BN (WI)
1-207th ASLT BN (AK)
2-285th ASLT BN (AZ)
777th ASB (AR)

244TH TAB, GS BDE
(MCU / COMPO 3 Flag) Ft Dix, NJ
2-228TH TA (FW) BN (PA)
5-159th GSAB (WY)
7-158th AVN REG (OR)
90th ASB (COMPO 3)
1-52nd GSAB (COMPO 1)

63rd TAB (KY)
2-135th GSAB (CO)
2-641st TA (FW) BN (OR)

449th TAB (NC)
1-126TH GSAB (RI)
1-131st GSAB (AL)
1-244th ASLT BN (LA)
248th ASB (IA)
1-106TH ASLT BN (IL)

185TH TAB (MS)
(MCU / COMPO 2 Flag)
3-135TH TA (FW) BN (MO)
1-169TH GSAB (CT)
1-171ST GSAB (GA)
351st ASB (SC)
1-214th GSAB (COMPO 1)

204TH TAOG (LA)
2-144TH AOB (LA)
1-107TH AOB (TN)
1-245TH AOB (OK)
2-111TH AOB (FL)
2-185TH AOB (MS)

164th TAOG (MCU / COMPO 1 Flag) Ft Rucker, AL
1-58th AOB (COMPO 1)
3-58th AOB (COMPO 1)
4-58th AOB (COMPO 1)
2-58th AOB (COMPO 3)
2-130th AOB (NC)

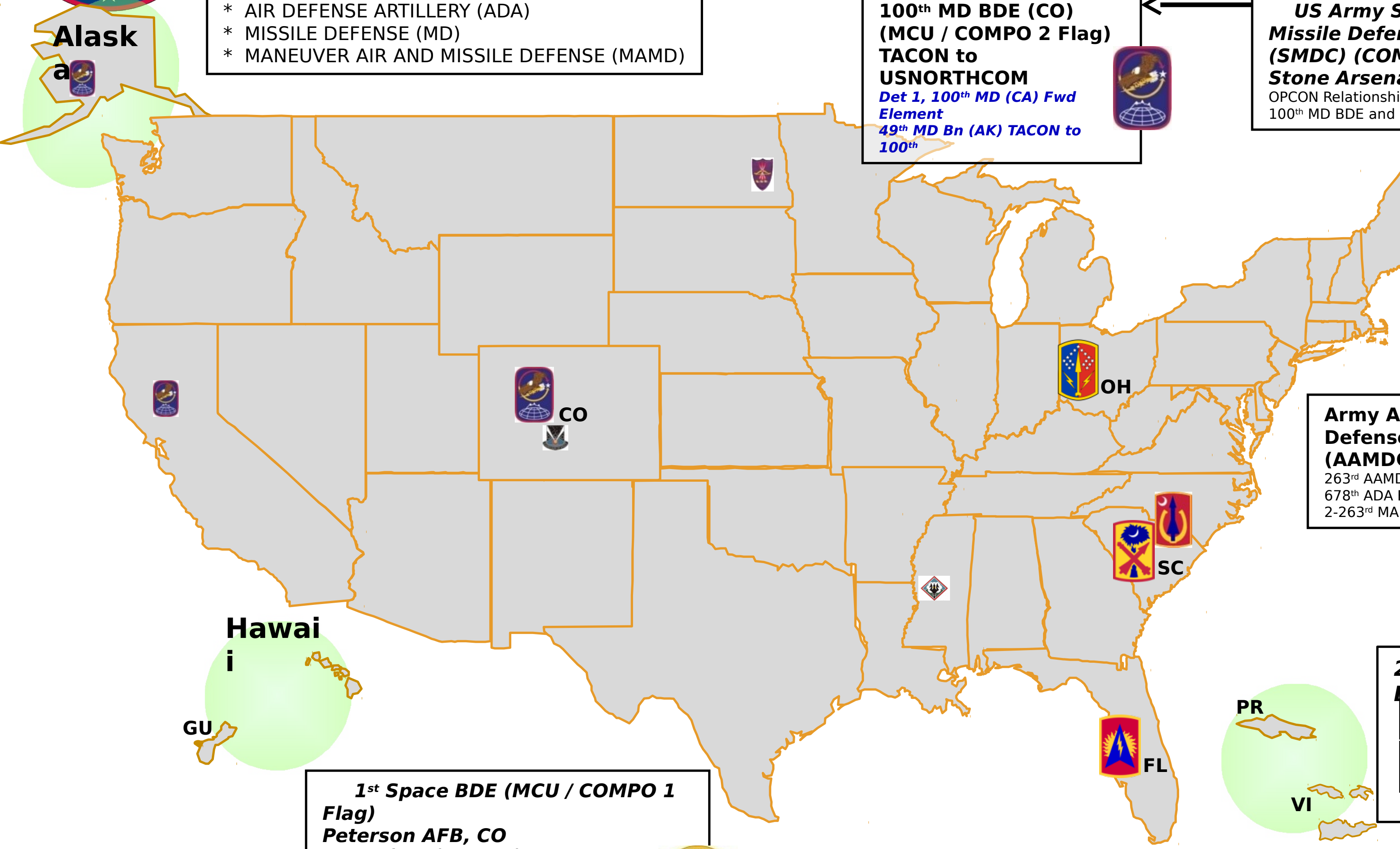
1100th HHD, TASMG (MD)
1109TH TASMG (CT)
1108TH TASMG (MS)
1107TH TASMG (MO)
1106TH TASMG (CA)

***MULTI-COMPO UNIT (MCU)**

ue Italics represent ARNG units located outside of State owning the flag

ADA/MD/Space Dispersion

* AIR DEFENSE ARTILLERY (ADA)
* MISSILE DEFENSE (MD)
* MANEUVER AIR AND MISSILE DEFENSE (MAMD)



100th MD BDE (CO)
(MCU / COMPO 2 Flag)
TACON to USNORTHCOM
Det 1, 100th MD (CA) Fwd Element
49th MD Bn (AK) TACON to 100th

US Army Space and Missile Defense Cmd (SMDC) (COMPO 1) Red Stone Arsenal, AL
OPCON Relationship to:
100th MD BDE and 49th MD Bn

174th ADA BDE (OH)
HHB, 174th ADA (OH)
1-174th MAMD Bn (OH)
2-174th MAMD Bn (OH)

Army Air and Missile Defense Command (AAMDC)
263rd AAMDC (SC)
678th ADA BDE (SC)
2-263rd MAMD Bn (SC)

164th ADA BDE (FL)
HHB, 164th ADA (FL)
1-265th MAMD Bn (FL)
3-265th MAMD Bn (FL)

2-Separate MAMD BN
1-188th MAMD Bn (ND)
1-204th MAMD Bn (MS)

1st Space BDE (MCU / COMPO 1 Flag)
Peterson AFB, CO
53rd Sig Bn (COMPO 1)
1st Space Bn (COM)
117th Space Bn (CO)
217th Space Co (CO)
1158th Space Co (CO)

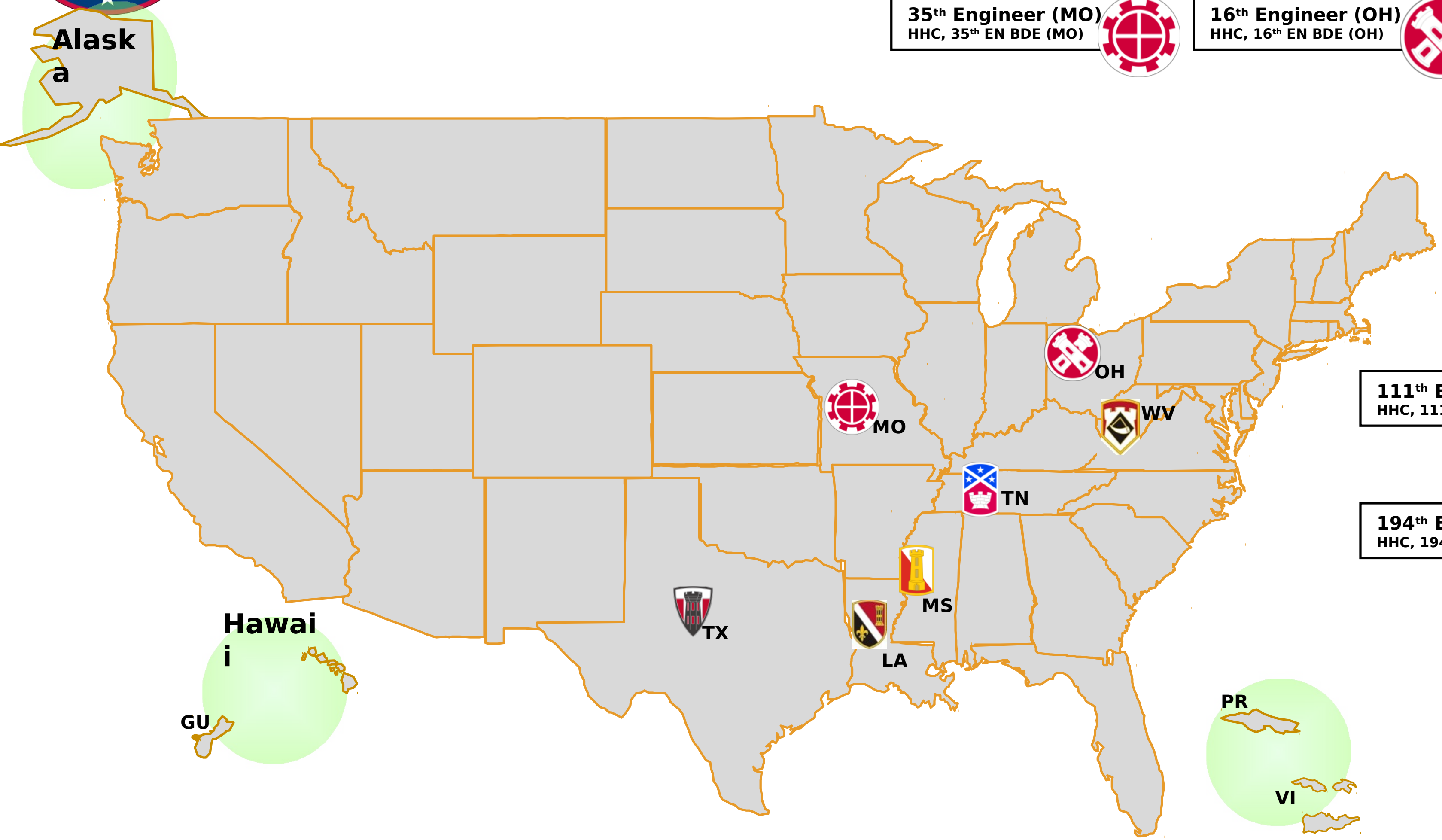
* **MULTI-COMPO UNIT (MCU)**

Other MD/ADA Assets:
- 5 Missile Defense Operators (MDO) w/ USNORTHCOM, (CO)
- Divisional Air and Missile Defense (AMD) Sections
- Air Defense and Airspace Management(ADAM) Cells in the DIV, BCT, FiB, MEB, BfSB, TAB, CAB and TAOG, Divisional Sentinel Radar Teams

ue Italics represent ARNG units located outside of State owning the flag

POC: NGB-FMC

Engineer Brigade Dispersion



35th Engineer (MO)
HHC, 35th EN BDE (MO)

16th Engineer (OH)
HHC, 16th EN BDE (OH)

111th Engineer (WV
HHC, 111th EN BDE (WV)

194th Engineer (TN
HHC, 194th EN BDE (TN)

176th Engineer (TX)
HHC, 176th EN BDE (TX)

225th Engineer (LA)
HHC, 225th EN BDE (LA)

168th Engineer (MS
HHC, 168th EN BDE (MS)

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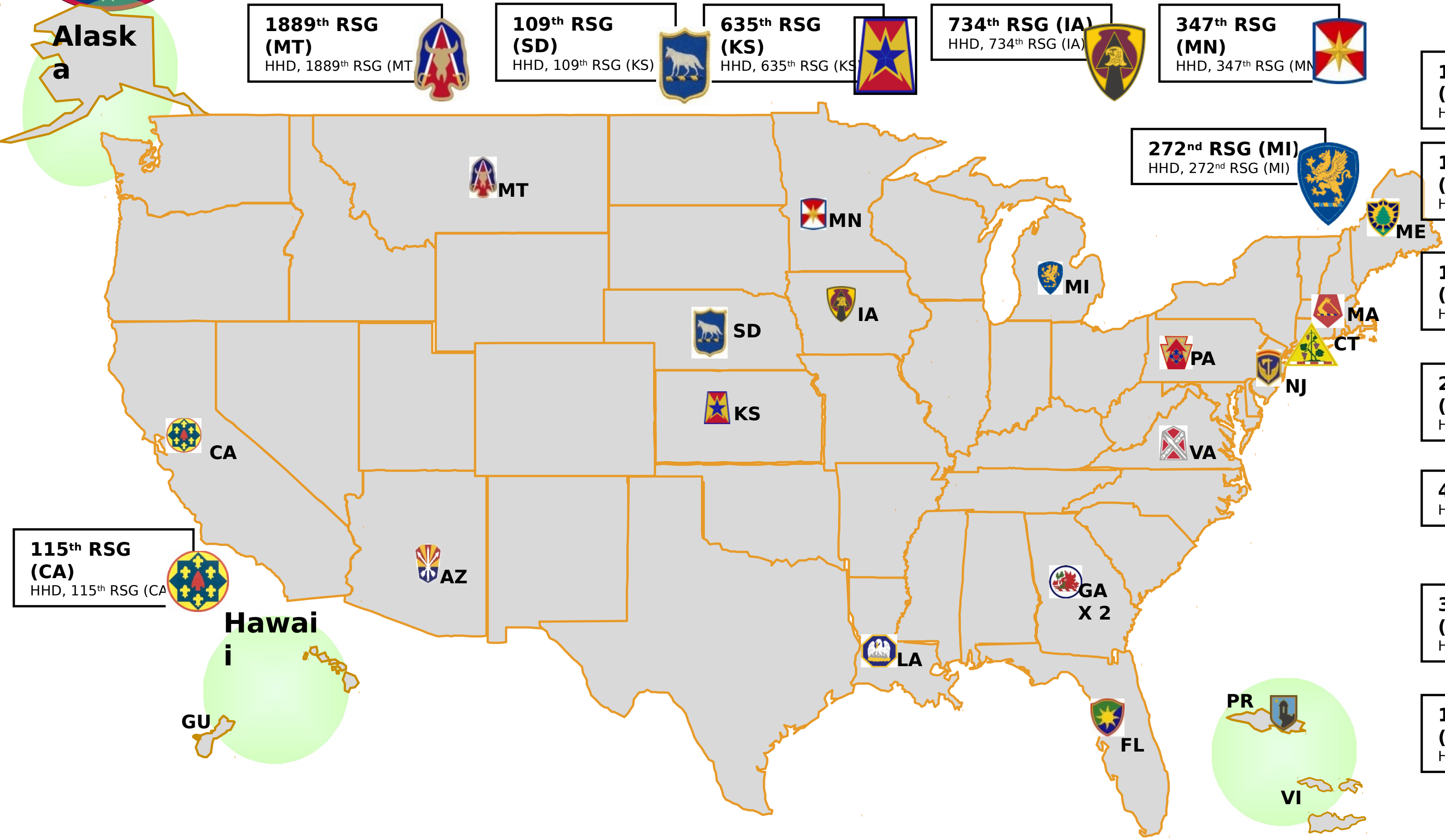
Regional Support Group Dispersion



1889th RSG (MT)
HHD, 1889th RSG (MT

109th RSG (SD)
HHD, 109th RSG (KS)

635th RSG (KS)
HHD, 635th RSG (KS

734th RSG (IA)
HHD, 734th RSG (IA)

347th RSG (MN)
HHD, 347th RSG (MN

272nd RSG (MI)
HHD, 272nd RSG (MI)

143rd RSG (CT)
HHD, 143rd RSG (C

120th RSG (ME)
HHD, 120th RSG (ME

151st RSG (MA)
HHD, 151st RSG (MA

213th RSG (PA)
HHD, 213th RSG (PA

42nd RSG (NJ)
HHD, 42nd RSG (NJ)

329th RSG (VA)
HHD, 329th RSG (VA

191st RSG (PR)
HHD, 191st RSG (PR

115th RSG (CA)
HHD, 115th RSG (CA

198th RSG (AZ)
HHD, 198th RSG (AZ)

139th RSG (LA)
HHD, 139th RSG (LA)

50th RSG (FL)
HHD, 50th RSG (FL)

201st RSG (GA)
HHD, 201st RSG (GA

265th RSG (GA)
HHD, 265th RSG (GA

Additional Functional Support Brigade Dispersion

- * **Military Police**
- * **Theater Info Ops Grp (TIOG)**
- * **Theater Tac Sig BDE (TTSB)**
- * **Explosive Ord Disp (EOD) Grp**
- * **Chemical BDE**
- * **Army Field Spt BDE (AFSB)**

71st Theater Information Operations Grp (TIOG) (TX)

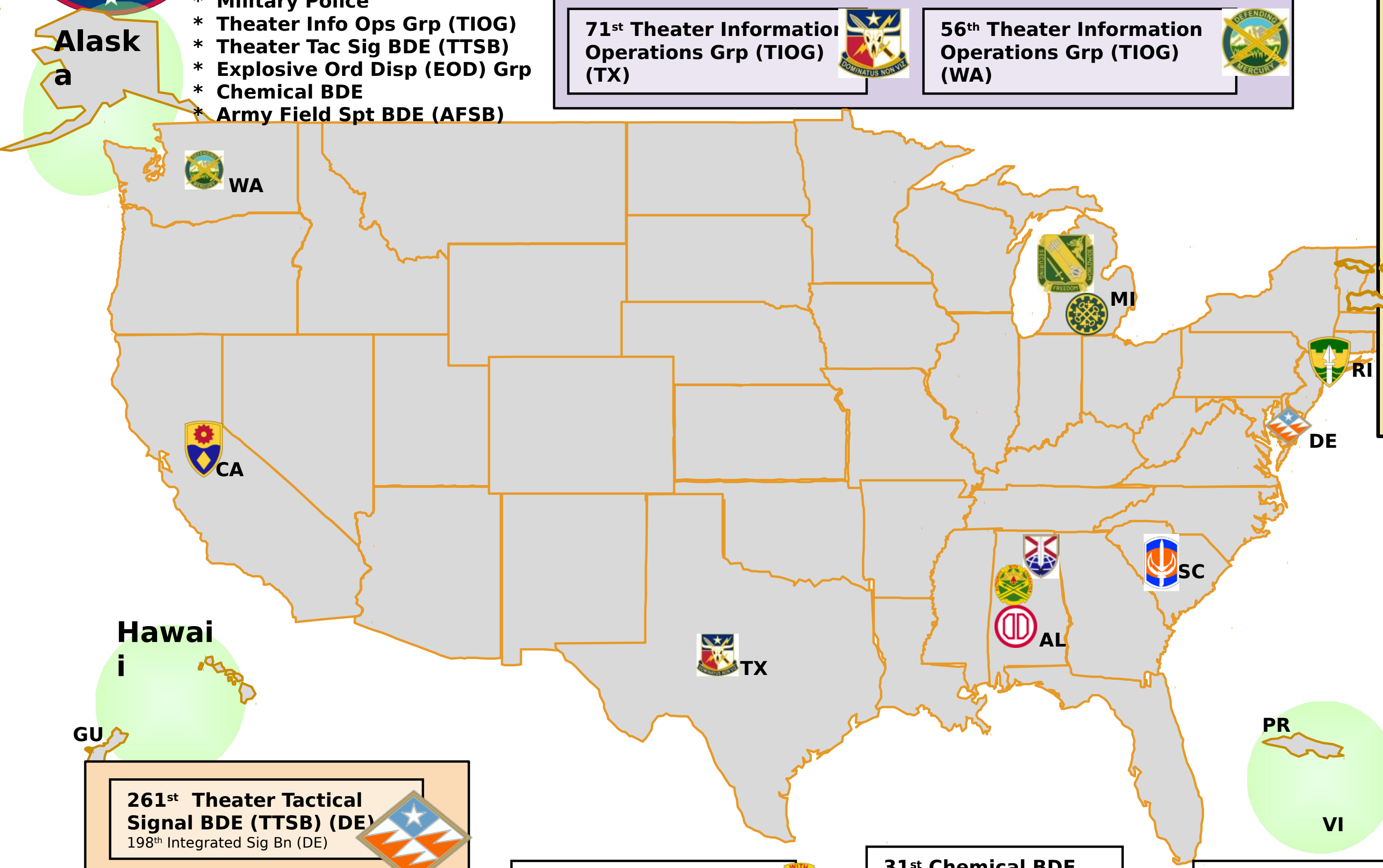
56th Theater Information Operations Grp (TIOG) (WA)

46TH MPC (MI)
Military Police Command (MPC)

43rd MP BDE (RI)

49th MP BDE (CA)

177th MP BDE (MI)



261st Theater Tactical Signal BDE (TTSB) (DE)
198th Integrated Sig Bn (DE)

228th Theater Tactical Signal BDE (TTSB) (SC)

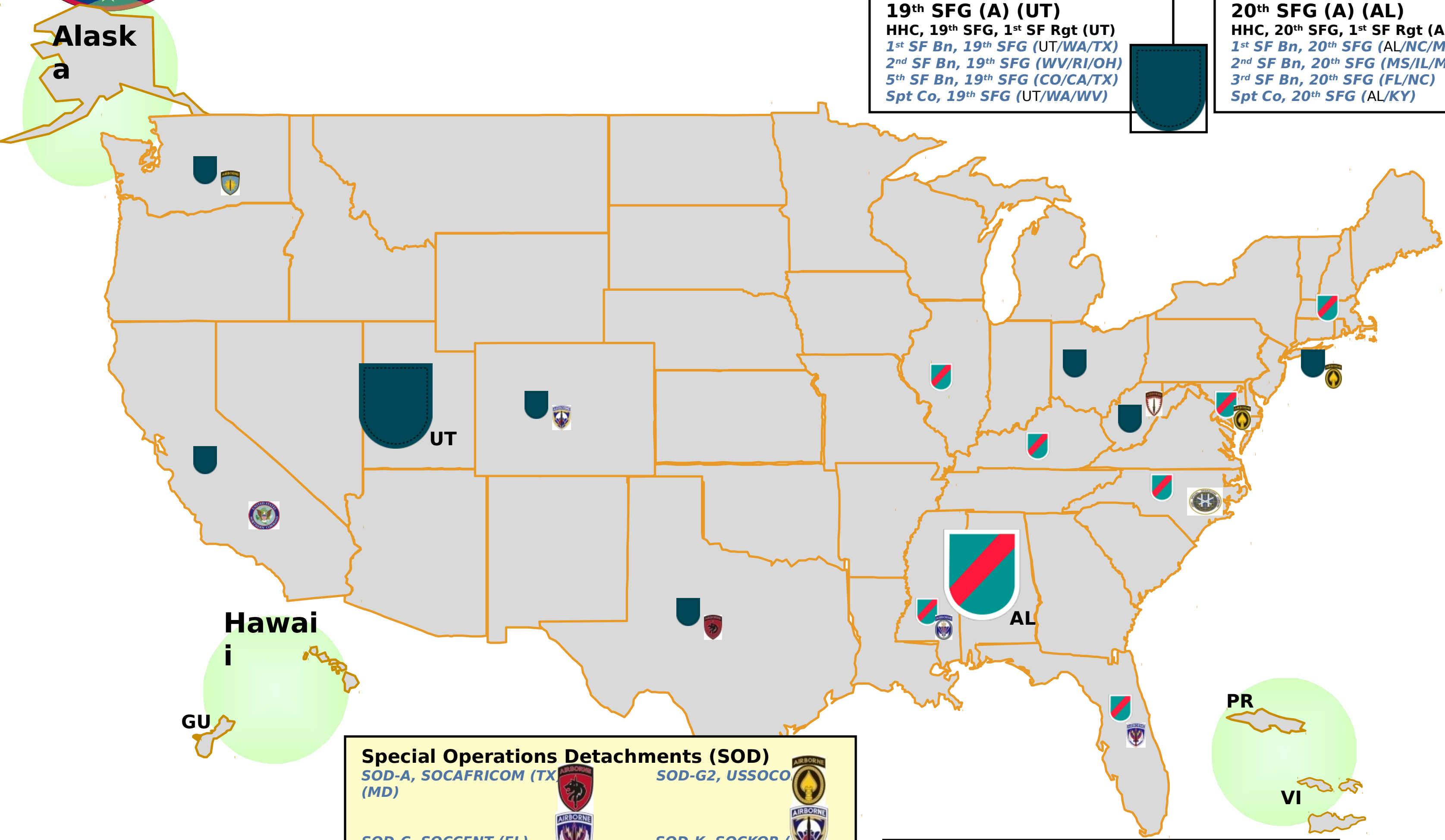
111th Explosive Ordnance Disposal (EOD) Grp (AL)

31st Chemical BDE (AL)
HHC, 49th MP BDE (CA)
145th Chem Bn
151st Chem Bn

279th Army Field Support BDE (AFSB) Cmd (AL)

Special Operations Forces (SOF)

Special Forces Dispersion



19th SFG (A) (UT)
HHC, 19th SFG, 1st SF Rgt (UT)
1st SF Bn, 19th SFG (UT/WA/TX)
2nd SF Bn, 19th SFG (WV/RI/OH)
5th SF Bn, 19th SFG (CO/CA/TX)
Spt Co, 19th SFG (**UT/WA/WV**)

20th SFG (A) (AL)
HHC, 20th SFG, 1st SF Rgt (AL)
1st SF Bn, 20th SFG (**AL**/NC/MA)
2nd SF Bn, 20th SFG (MS/IL/MD)
3rd SF Bn, 20th SFG (FL/NC)
Spt Co, 20th SFG (**AL**/KY)

Special Operations Detachments (SOD)

SOD-A, SOCAFRICOM (TX
(MD)

SOD-C, SOCCENT (FL)

SOD-E, SOCEUR (WV)

SOD-G, USSOCOM (RI)
(MS)

SOD-G2, USSOCO

SOD-K, SOCKOR (

SOD-P, SOCPAC (

SOD-S, SOCSOUT

Special Operations Detachments (SOD)

SOD-N, NORTHCOM (C

SOD-J, JSOC (NC)

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*** Special Forces Group (SFG)**

Army Mission Command Relationships

Three Army Mission Command Relationships

Assigned: To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function (or greater part of functions) of the unit or personnel (JP 1-02)

Attached: 1. The placement of units or personnel in an organization where such placement is relatively temporary. 2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary, e.g. attached for quarters and rations; attached for flying duty (JP 1-02).

Organic: Assigned to and forming an essential part of a military organization. Organic parts of a unit are those listed in its Table of Organization (TOE) (ADRP 5-0)

Definitions

- **End Strength.** The total number of personnel authorized by the Congress to be in the Army on the last day of the Fiscal Year (FY) (30 September). This is normally provided in the National Defense Authorization Act (NDAA).

- **Force Structure Allowance (FSA).** The sum of authorized spaces contained in all Modification Tables of Organization and Equipment (MTOE) units and Table of Distribution and Allowances (TDA) type organizations.

- **Total Strength.** The total of all personnel serving on active duty in the Army, including Soldiers in units and organizations and those in the individuals account.

- **Individual Account.** This account, often referred to as the Trainee, Transient, Holdee, and Student (TTHS) account, is comprised of those personnel unavailable to fill spaces in units.

Cavagna, LTC, Robert. "Military Human Resource Management." *How The Army Runs: A Senior Leader Reference Handbook*, 13-3. 2013-2014 ed. Carlisle, Pa 17013: U.S. Army War College, 2014.